

<b>Reference :</b>	<b>CSA-BR1-423</b>
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<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Karen Maders</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Maximising independence through alternative models of care</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The Community Health and Social Care Service are proposing to further the development and implementation of person-centred care and strength-based trajectories to ensure that people are supported in the most appropriate and effective way, with a view to reducing demand, helping people to stay at home for as long as possible and utilising alternative avenues of support. These approaches will seek to maximise a person's independence through the provision of alternative models of care.</p> <p>The proposal includes a number of elements including the adoption of a strength-based approach, a review of our use of assistive technology, utilisation of community-based support and social prescribing and a review of our Direct Payment (DP) offer.</p> <p>Strength based approach</p> <p>In order to qualify for adult social care services a needs assessment is completed to establish if a person has eligible needs, if eligibility is confirmed a care and support plan is completed to detail the needs and how these are to be met. Oldham currently has over 3,700 users of adult social care services, 791 of these are supported in residential and nursing care placements with the remainder being supported to live within the community through the provision of a range of services including supported living, extra care housing and direct payments.</p> <p>(Continued in additional information)</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	64,422
Income	(14,071)
<b>Total</b>	<b>50,351</b>

<b>Current Forecast (under) / overspend</b>	<b>2,438</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(1,500)</b>	<b>(1,000)</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
A change to the delivery of services with a focus on developing links with the thriving communities agenda and more innovative methods of support and models of care ensuring people are supported in the most appropriate way with a focus on improving an individual's long term outcomes & independence.
<b>Future expected outcomes</b>
A wider, more flexible approach to meeting eligible needs providing greater choice and promoting independence and resilience.
<b>Organisation</b>
None.
<b>Workforce</b>
There will be a significant impact on the workforce through the adoption of a strength-based model. Training and guidance will need to be provided to support the adoption and roll out of this along with building knowledge of and relationships with, services available within local communities.
<b>Communities and Service Users</b>
Service users and communities will be impacted by the proposed changes and a full EIA will be completed to fully understand the potential impact and any mitigating actions required.
<b>Oldham Cares</b>
Assistive Technology is a managed service within MioCare and as such expansion of our use of AT would have an impact on MioCare. Liaison is ongoing with MioCare to explore this further.
<b>Other Partner Organisations</b>
The proposals will impact the utilisation of adult social care services provided by commissioned providers and the voluntary sector.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	Yes
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	Yes
Voluntary sector (Action Together)	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Communities and Reform.	
<b>Other (if yes please specify below)</b>	Yes
Miocare	

## Benefits to the organisation/staff/customers including performance improvements

- Resources will be maximised through alternative models of care
- A consistent, aligned approach to service provision and delivery
- Long-term outcomes and wellbeing of adults with care and support needs will be maximised
- Alternative models of care will be adopted, commissioned and developed which improve and achieve better outcomes for people with care and support needs

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
The ability to release staff to undertake training to support the roll out of a strength-based approach due to current capacity and demand pressures within the service (linked to the current pandemic).	Recruitment under way to support the management and review of Covid funded packages of care.
Availability of services within communities to support strength-based approaches due to the restrictions currently in place as a result of the pandemic.	Close working with colleagues within commissioning, thriving communities and the voluntary sector to understand the availability of services.
Availability of specialist services to support increased demand as a result of the current pandemic.	Demand will be monitored through respective management structure and mitigating actions identified.

### Key Development and Delivery Milestones:

Milestone	Timeline
Development of programme, aligned with the MTFS process and delivery of savings (detailed plan to be developed)	April 2021 – March 2023.
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	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	not applicable	not applicable

### Equality Impact Screening

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

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

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

Finance Comments
This proposal will achieve a saving of £2.5m, £1.5m in 21/22 and £1m in 22/23. This saving will be achieved through a culture change in how residents are supported to meet their needs and so reducing the value of care packages. This approach has been successful in other localities.

Signed RO	11-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

The introduction of the Care Act and further developments both nationally and locally have seen a transition to integrated, joined up approaches to the provision of care and support with a focus on the holistic needs of a person helping them to maintain their independence and continue to live within the community for as long as possible.

Nationally, regionally and locally there has been a move towards strength based models of assessment utilising a collaborative process which enables a person to be fully involved in the planning of their care and support; drawing on their strengths and assets along with those of their wider support network to promote independence.

Employing a strengths-based approach will enable a more creative approach to be taken to meeting a person's needs helping to reduce dependence on traditionally commissioned support and encouraging community participation through the access of support available within the local community, through social prescribing linking with voluntary sector providers and the thriving communities agenda. There will be a focus on providing support in the least restrictive way whilst improving the long-term outcomes, independence and wellness of individuals.

The adoption of strength-based assessment approaches will require a significant shift in culture across the workforce and users of adult social care; as such the savings for the service from this will be delivered over 2 years through a structured programme of review. Training will be provided to staff to support the move to a strength-based approach and to understand and build connections with the community support available. It is estimated that over the 2-year period savings of £1.5m can be realised.

### Assistive Technology

Not unique to Oldham or the Greater Manchester Region, nationally the social care system is under unsustainable pressure, facing considerable savings. Whilst there will always be a need for more intensive care packages and care models, we need to explore new methods of care delivery closer to home to ensure people receive the support they need and prevent them for potential dependency. This coupled with the majority of people would rather continue to live independently in their home, if given the right support to do so.

By expanding the current assistive technology offer in Oldham this will support benefits being realised such as: maximising resources, driving up the quality of care, a greater emphasis on prevention and early intervention, improved outcomes for individuals, tailoring services to specific needs, promoting social inclusion and supporting carers and independence.

Closely linked to the strengths-based approach, increasing Oldham's offer of assistive technology will further enable practitioners to consider elements of the current package and examine whether these can be delivered through alternative approaches. For example, whether changes to accommodation and support could help to maximise resources whilst achieving better outcomes for the individual. Assistive technology can help to enable effective community-based support which manages risk, provides person-centred care and promotes independence.

From managing risk such as fires or falling, to aiding communication and helping to deliver greater privacy or dignity. Technology can enable people to have more control over the way they live their lives. As well as enhancing more traditional care solutions by managing risk in the home environment. Technology can also enable someone to be 'connected' with their wider community, friends and family and enjoy wellbeing derived from activities such as going to the shops, to social events and meeting friends and family.

Expansion of the assistive technology offer in Oldham will require a change to the infrastructure of the current team that is within a managed service of MioCare's reablement division. Once reconfigured, the team will need to develop a plan for training that is connected to the strengths-based approach, ensuring health and social care practitioners are familiar with what assistive technology is available to them which will include compulsory training and streamlining processes.

## Additional Information (if required)

Examples of the potential for expanding Oldham's AT offer to maximise resources and achieve better outcomes:

- Review of waking nights, with risk assessments to determine whether the risk can be covered through telecare
- Review of the effectiveness of our existing and potential expansion of Just Checking service
- Review of two carer packages of care

### Direct Payment Offer

Direct payments (DP) are one of three statutory mechanisms which local authorities have to offer as a way for people to meet their eligible social care needs. A direct payment is an amount of money paid to the individual so that they can purchase their care and support services directly, without the need for the Council to manage the contractual arrangements.

At the present time, there are 1,040 clients who receive a DP to meet their eligible social care needs with a net cost to the service of £13m and there has been a year on year increase in the number of people in receipt of a DP.

Annual audits are completed to ensure that funds are being used appropriately to meet a person's eligible needs and to ensure that any overpayment, non-payment of client contributions or misuse of funds are identified and reclaimed. The amount of monies reclaimed on an annual basis has increased year on year.

In order to support the transition to a strength-based approach it is proposed to undertake a holistic review of our DP offer and we are currently considering the policy approach and guidance documentation, collection of client contributions and service inclusion to align with changes in organisational culture.

#### •Policy and guidance documentation

Revision of current policy approach considering the management of contingency arrangements and the payment of funds at the commencement of a DP. Guidance documentation will be reviewed to ensure that staff and users are fully supported to understand our DP offer and the expectations on them around the use and management of a DP.

#### •Collection of client contributions

A financial assessment is completed to calculate how much a person can contribute towards the cost of their care services. For the majority of DP recipients their contribution is deducted from their DP before payment is made however, we currently have 79 DP cases where the full amount of the DP is paid, and an invoice is raised for the contribution. Moving all DP's to net payments will ensure consistency and will reduce the amount paid each week by £5,600.

#### •Service Inclusion

A review of the support currently being funded via DP's will be undertaken to ensure that this is appropriate, supports the transition to a strength-based approach and utilisation of a wider service offer.

It is estimated that over the 2 years savings of £1m can be realised from the review of our DP offer.

**Additional Information (if required)**

**Risk 4:**

Structure of the workforce to support expansion of assistive technology offer.

**Mitigation:**

Reconfiguration of current team in collaboration with MioCare.

**Risk 5:**

Users of adult social care services are reluctant to accept assistive technology as an alternative way of meeting their needs.

**Mitigation:**

Training and support provided to staff to support discussion on the benefits of assistive technology.

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<b>Support Officer</b>	<b>Jayne Ratcliffe/Kirsty Littlewood</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Health and Wellbeing</b>
<b>Budget Reduction Title:</b>	<b>Maximising independence through alternative models of care</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	<p>Adult Social Care-Maximising independence through alternative models of care.</p> <p>The Care Act 2014 Section 9 sets out the duty for Local Authorities to assess a person's needs and provide care and support services to meet eligible needs.</p> <p>This proposal relates to a budget saving proposal to implement alternative models of care focussing on a person centred, strength-based approach to adult social care to promote independence, resilience and community involvement helping people to remain living within their own homes for as long as possible.</p> <p>Employing a strength-based approach allows for a collaborative process to care and support planning ensuring that the person and those supporting them are involved in the planning process. This helps ensure that a person's strengths and assets along with the support and opportunities available within their local community are fully considered to be provide support in the least restrictive way whilst maintaining focus on wellness and long-term outcomes. Through the role out of a structured programme of training for staff and case reviews all adult social care users will have an assessment completed utilising a strength-based approach.</p>
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	<p><b>What are eligible needs?</b></p> <p>When a person contacts adult social care a needs assessment is completed to ascertain if they meet the national eligibility criteria and are determined to have eligible needs. The needs assessment focuses on the following 3 key areas</p> <ul style="list-style-type: none"> <li>• Does a person have care and support needs as a result of a physical or mental condition?</li> <li>• Due to care and support needs is a person unable to achieve or meet 2 or more desired outcomes?</li> <li>• Is there, or is there likely to be a significant impact on a person's wellbeing?</li> </ul> <p>If following the completion of a needs assessment it is determined that a person has eligible needs a care and support plan is completed which sets out how these needs are to be met and the care and support that is to be out in place.</p>



## **Strength-based approach**

In addition to setting out the national eligibility criteria for adult social care, The Care Act 2014 requires a person's own strengths and capabilities along with their wider support network to be considered in order to decide the best way to meet their needs.

As such, nationally, regionally and locally there has been a move towards strength-based models of assessment utilising a collaborative process and allowing a person to be fully involved in the planning of their care and support; allowing them to have more control over the support that they receive and helping them to retain as much independence as possible for as long as possible.

Employing a strengths-based approach allows a more creative approach to be taken to meeting a person's needs helping to reduce dependence on traditionally commissioned services and encouraging community participation through the access of support available within the local area and through social prescribing, thus linking with voluntary sector providers and the thriving communities agenda. There is a focus on providing support in the least restrictive way whilst improving the long-term outcomes and wellness of individuals.

To facilitate the move to a strength-based approach a structured programme of training and case reviews will be completed to ensure that all adult social care users have an assessment of their needs completed utilising a strength-based approach. This will ensure that their long-term outcomes and wellness are fully considered and that they are given the opportunity to contribute to the planning of their care and support.

In order to support the adoption of a strength-based approach consideration will also need to be given to our use of assistive technology and Direct Payment offer.

## **Assistive Technology**

Closely linked to the strength-based work referred to above, increasing Oldham's offer of assistive technology will further enable practitioners to consider elements of the current care and support packages in place and examine whether these can be delivered in different ways. Assistive technology can help to enable effective community-based support which manages risk, provides person-centred care and promotes independence therefore aligning with a strength-based approach.

Examples of the areas currently being considered for the expansion of the use of assistive technology include waking nights, utilisation of the Just Checking service and AT as an alternative to a second carer in some two carer packages where this is felt to be appropriate.

## **Direct Payment Offer**

Direct payments are one of three statutory mechanisms which local authorities have to offer as a way for people to meet their eligible social care needs. A direct payment is an amount of money paid to the individual so that they can purchase their care and support services directly, without the need for the Council to manage the contractual arrangements.

To support the adoption of a strength-based approach and to ensure service alignment it is proposed to undertake a holistic review of our Direct Payment offer. Undertaking the review will guarantee consistency and equity across service provision and will make sure

	<p>that our offer meets statutory requirements and responds to service intelligence whilst being fully reflective and inclusive of wider changes being made.</p> <p>A review of current processes and analysis of service data has identified options for consideration including updating our policy approach with a focus on arrangements in place for payment at the commencement of a placement, contingency arrangements and the collection of client contributions towards the cost of services. Alongside this, regard will be given to the supporting documentation and guidance available to confirm that this provides staff and DP recipients with the information and support they require to fully understand our DP offer and their responsibilities.</p>				
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	<p>The main aims of the project are the</p> <ul style="list-style-type: none"> <li>• Adoption of a strength-based approach</li> <li>• Exploration of the utilisation of assistive technology whilst considering the impact of having to purchase and maintain equipment for low income service users along with the support required to enable confident use.</li> <li>• Alignment of DP offer with strength-based approach</li> <li>• Revised DP policy and supporting documentation</li> </ul>				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	<p>This proposal could have a detrimental effect on those people who are in receipt of adult social care services. The changes proposed may</p> <ul style="list-style-type: none"> <li>• Change the way in which eligible needs are met</li> <li>• Utilise assistive technology as an alternative to current provision</li> <li>• Change the contingency arrangements for DP recipients</li> </ul> <p>However, it is expected that the overall outcome of the programme will be positive though the maximisation of independence and focus on long-term outcomes and wellness of individuals.</p>				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				

		<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 <b>NEGATIVE</b> impact on groups and communities will be?	None / Minimal	Significant
		<input type="checkbox"/>	<input checked="" 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?
	The potential impact on the users of adult social care services and the way in which their eligible needs are met requires a full EIA to be completed.

## Stage 2: What do you know?

<b>What do you know already?</b>
<p>There are currently over 3,700 people in Oldham in receipt of adult social care services with approximately 790 of these receiving support in a residential or nursing care setting. The remainder are supported in the community through the provision of a range of services including homecare, direct payments, extra care housing and shared lives.</p> <p>We know that there are 1,040 people receiving a direct payment to meet their eligible adult social care needs with a net annual cost to the authority of over £13m. We know that the number of DP's in payment has increased year on year and that over recent years over £1m has been reclaimed annually as a result of DP audits completed.</p> <p>We understand that nationally and regionally there is a move to adopting strength-based approaches as it promotes independence, resilience and community inclusion. Linked to this, local authorities across GM and nationally are exploring how assistive technology can be utilised to ensure people receive the support that they need in the most appropriate least restrictive way.</p>
<b>What don't you know?</b>
<p>We currently don't know the impact on individuals of adopting a strength-based approach and whether this will change the way in which their eligible needs are met.</p> <p>We don't know the number of cases in which assistive technology could be considered as an alternative method of providing support and what the financial impact of this would be.</p> <p>We don't know what the effect of the current pandemic situation will be on the long-term availability and capacity of services within the community and how this will impact the implementation of a strength-based approach.</p>
<b>Further Data Collection</b>
Further analysis will be undertaken to understand the type of care and support in place on a case by case basis to support the planning and implementation of a structured programme of review.

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

1e	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<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	<b>Who have you consulted with?</b>													
	Public consultation was held between 9 November 2020 and 1 February 2021'													
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>													
	Consultation was open online to the general public and an engagement event was held on 28 January with GMDPP. Responses to the proposals were also provided by Age UK and Oldham's Carer's Partnership board.													
3c	<b>What do you know?</b>													
	We know that from the responses received to the consultation that the proposal to maximise independence through the utilisation of alternative models of care has been positively received with the breakdown of responses as follows.													
		<table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>14%</td> </tr> <tr> <td>Agree</td> <td>25%</td> </tr> <tr> <td>Neither agree not disagree</td> <td>25%</td> </tr> <tr> <td>Disagree</td> <td>16%</td> </tr> <tr> <td>Strongly disagree</td> <td>21%</td> </tr> </tbody> </table>	Response	Percentage	Strongly Agree	14%	Agree	25%	Neither agree not disagree	25%	Disagree	16%	Strongly disagree	21%
Response	Percentage													
Strongly Agree	14%													
Agree	25%													
Neither agree not disagree	25%													
Disagree	16%													
Strongly disagree	21%													
		We know the number of individuals currently in receipt of care and support and the number who currently receive a Direct Payment who will need to be reviewed as part of this programme of work and who therefore may be impacted by the proposed changes.												

	<p>We expect the overall impact of the programme to be positive as it allows for collaboration in the planning of care and support which will help ensure that an person's strengths and assets along with the support and opportunities available within their local community are fully considered allowing support to be provided in the least restrictive way.</p>	
<b>3d</b>	<b>What don't you know?</b>	
	<p>We do not know how many of the people who responded to the consultation will be affected by the proposed changes. The reasons why the people who disagreed with proposals did so is also unknown.</p> <p>We do not know what the impact on individuals will be and how many people maybe able to utilise assistive technology as an alternative solution to meeting needs. At present it is unknown whether the current pandemic situation will impact the services available to support the transition to a strength-based approach.</p>	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	
	Disabled people	Those with eligible needs will be impacted by this proposal and as such there will be a direct impact on this group as they will be assessed utilising a strength-based approach meaning the way in which their eligible needs are met may change.
	Particular ethnic groups	
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	Whilst our approach does not positively or negatively impact either of these groups disproportionately it should be noted that in general, across health and social care, there are significantly higher levels of women receiving care and support than men. This is linked to demographics reflecting that generally women live longer than men and in turn need a high level of social care support. In turn this may mean that a greater number of women are affected.
	People of particular sexual orientation/s	No Impact
	People in a Marriage or Civic Partnership	No Impact
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	No impact
	People on low incomes	Those with a low income may be impacted by the proposed changes to assistive technology if costs are incurred.
	People in particular age groups	As this will impact those with eligible needs it is likely to impact those in some age groups more than others though further analysis is required to fully understand the impact.

	Groups with particular faiths and beliefs	No impact
	Other excluded individuals (e.g. <i>vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i> )	

## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	The way in which a person's eligible needs are met may change as a result of the move to a strength-based approach	A fully structured programme of training and case reviews will be implemented to support the move to a strengths-based approach ensuring that individual circumstances are fully considered.
	<b>Impact 2</b>	<b>Proposal</b>
	Costs might be incurred in relation to the purchase and maintenance of assistive technology	Full consideration of potential financial implications will be taken into account when considering the use of assistive technology.
	<b>Impact 3</b>	<b>Proposal</b>

4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>	
	The completion of the EIA has helped to focus attention on the potential impacts of the proposals and these will be fully considered when planning the training and programme of review.	
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
	Monitoring arrangements will be put in place as part of the structured programme of review. Any changes in the way an individual's needs are to be met will be planned with their involvement and decisions will be made on a case by case basis ensuring that eligible needs continue to be met.	

**Conclusion**

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

The overall impact of this programme is expected to be positive as the implementation of a strength-based approach will help to maximise independence whilst supporting long term outcomes of wellness for individuals.

The groups most likely to be impacted are those with a disability and those on a low income as the way in which their needs are met may change. The implementation of a structured programme of review will mitigate the risks and ensure that individuals are included in decisions about how their care and support needs are to be met. Individual case reviews will be undertaken as part of the move to a strength-based approach ensuring that individual circumstances are fully considered.

The overall outcome of the consultation on this area was positive and supportive of maximising independence through utilising alternative models of care.

## Stage 5: Signature

Role	Name	Date
Lead Officer	Karen Maders	12/02/2021
Approver Signatures	Kirsty Littlewood	15/02/2021
	Jonathan Downs	15/02/2021

EIA Review Date:	TBC
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<b>Reference :</b>	<b>CSA-BR1-424</b>
<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Karen Maders</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>CHASC Workforce Reduction</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>This budget proposal links to workforce reductions in the Community Health and Adult Social Care Service achieved through the Council's voluntary redundancy (VR) programme.</p> <p>It is anticipated that the service will identify up to 3 FTE posts which can be released through the scheme and attributed to overall savings achieved by CHASC. It is envisaged that the service will realise a saving of £150,000, broken down as:</p> <ul style="list-style-type: none"> <li>• 2021/2022 - £100k</li> <li>• 2022/2023 - £50k</li> </ul>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	10,575
Other Operational Expenses	0
Income	(0)
<b>Total</b>	<b>10,575</b>

<b>Current Forecast (under) / overspend</b>	<b>(582)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>254.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(100)</b>	<b>(50)</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Not Applicable.
<b>Service Delivery</b>
See additional information.
<b>Future expected outcomes</b>
Potential impact on performance through workforce reductions; impact to be considered by Adults Social Care Senior Leadership Team.
<b>Organisation</b>
Potential impact on organisational form within CHASC – requests for VR have been considered within the context of service provision and model of delivery.
<b>Workforce</b>
See additional information.
<b>Communities and Service Users</b>
Critical service roles which are front facing may impact on the experience of service users and the wider community.
<b>Oldham Cares</b>
Not Applicable.
<b>Other Partner Organisations</b>
Not Applicable.

Who are the key stakeholders?

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

## Benefits to the organisation/staff/customers including performance improvements

A contribution to the Council's budget reduction targets.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Loss of key roles through voluntary redundancy impacts on service provision and performance.	Adult Social Care Senior leadership to consider which roles they can consider being released with limited impact on performance, service experience and delivery for each tranche of reductions.
Significant number of requests for VR which threaten the delivery of services.	Adult Social Care Senior leadership to consider which roles they can consider being released with limited impact on performance, service experience and delivery for each tranche of reductions.
Potential double counting of savings.	Savings proposal is clear that these relate to savings attributable to the service via the corporate workforce reduction programme.

### Key Development and Delivery Milestones:

Milestone	Timeline
ASC Senior Leadership Team meeting to consider VR applications.	8 October 2020.
Directors narrative to be provided detailing which VR applications can/cannot be supported.	21 October 2020.
Workforce Panel to consider Directors submission.	29 and 30 October 2020.
Outcome of Workforce Panel to be communicated to Directors.	2 November 2020
For applications that have been agreed exit dates to be communicated	From 30 November 2020
Process and phase across subsequent financial years to be confirmed.	Mid 2021

## 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 proposal will achieve savings of £150k over two years. The service will be able to achieve these savings by reducing the establishment by 3 by re-organising the workforce.

Signed RO	17-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

### Additional Information (if required)

#### Service Delivery impact:

The impact on service delivery will be a key consideration in whether applications can be supported or not. Any reduction in workforce will have an impact due to the current capacity issues, some less than others. The workforce as a whole will be looked at in this context i.e. deployment of resources in a different way in order to be able to continue to deliver services, whilst achieving the savings identified.

#### Workforce impact:

The reduction in workforce will be up to 3 FTE. Adults Social Care part of CHASC are supporting 2 applications, the saving of which amounts to £23,889.72. Although this will impact on the service due to current capacity issues, in terms of risk, this can be managed. If the 2 posts are agreed they will be deleted from the establishment.

To achieve the remaining element of the budget reduction, this may not necessarily be through workforce reduction directly. The service is holding vacancies where possible, where recruitment is crucial, this in the main has been done on a fixed term basis in order to allow time for significant service redesign to be undertaken.

<b>Reference :</b>	<b>CSA-BR1-425</b>
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<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Angela Barnes</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Out of Hours Call Centre Support for Community Health Services</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The Community Health and Adult Social Care Service (CHASC) Single Point of Access (SPoA) provides administrative support to the clinical triage of District Nursing (DNs) calls across the Oldham locality. The SPoA is operational between 8.00am – 6:00pm, 7-days per week and provides administration support for all community services referrals received via the SPoA, e.g. District Nursing, Nutrition and Dietetics, Podiatry and Tissue Viability and Lymphoedema. On average the SPoA receives 7,300 calls per month. All other community services currently manage their own calls, referrals and appointment booking.</p> <p>Whilst the SPoA only operates during core hours, an administrative support function is still required between 6:00pm and 8:00am; this is currently facilitated by Bardoc through a contracted arrangement. Out of hours (OOH) Bardoc responds to SPoA calls (through diverted telephones) and takes messages. These messages are then forwarded (usually via email) to the OOH DN's for triage. Bardoc take on average 200 calls per month; equivalent to 6 calls per evening. This service currently costs £40,000 per year and is funded through the Community Health Service (external cost centres to the council).</p> <p>It is proposed to re-align the OOH call centre contact requirements of Community Health Services with the Helpline function provided by MioCare services. This approach would reflect a natural alignment of realising further integrated arrangements across CHASC whilst also acknowledging that the OOH DN's are now co-located with MioCare services on the Southlink estate; providing a synergy of service delivery. This approach would realise savings for community health services, improve patient experience, integrate MioCare services with community health and further support integrated working for the locality. (Continued in additional information)</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	11,696
Income	(645)
<b>Total</b>	<b>11,051</b>

<b>Current Forecast (under) / overspend</b>	<b>79</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(20)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Not Applicable.
<b>Service Delivery</b>
MioCare Helpline function would be extended to include responsibility for the out of hours District Nursing calls.
<b>Future expected outcomes</b>
Improved quality, performance and patient satisfaction through an integrated OOH contact provision co-located with the OOH District Nursing service.
<b>Organisation</b>
Not Applicable.
<b>Workforce</b>
Investment within council owned company workforce (via additional income generated).
<b>Communities and Service Users</b>
Patients experience a more enhanced and specialist offer of provision, delivered by MioCare as part of the integrated CHASC arrangements.
<b>Oldham Cares</b>
OOH call centre support delivered within locality, place-based, integrated provision further enhances the integration offer and delivers the priorities and ambitions for Oldham Cares.
<b>Other Partner Organisations</b>
Partners (NCA) realise value for money and an enhanced service offer through realigned OOH provision.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	No
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	Yes
Northern Care Alliance / SRFT	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	Yes
MioCare, Bardoc (current commissioned provider)	

## Benefits to the organisation/staff/customers including performance improvements

Improved quality, performance and patient satisfaction through an integrated OOH contact provision co-located with the OOH District Nursing service.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Unable to decommission contract with Bardoc.	Proposals are being developed with commissioning colleagues to ensure contracts can be decommissioned. The proposal does not identify the current additional income level to minimise any risk to MioCare.
Proposal is not viable due to infrastructure / IT / technical requirements.	The proposal will be developed over the next quarter to ensure it is fully viable. At this time, there has not been a commitment to any additional income level against MioCare's budget whilst infrastructure / IT arrangements can be clarified.
Inability of MioCare to take on the proposal due to other factors i.e. resource, capacity, impact verses income level.	The proposal will be developed over the next quarter to ensure it is fully viable. At this time, there has not been a commitment to any additional income level to MioCare's budget to ensure this risk is effectively managed.

### Key Development and Delivery Milestones:

Milestone	Timeline
Explore and scope potential options for a model of OOH provision at a CHASC level.	January 2021.
Work up project scope including contractual implications (subject to budget proposal being approved).	April 2021.
Develop and implement new model of OOH provision.	April - September 2021
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
This proposal will achieve £20k of savings. The details are yet to be confirmed but it is anticipated that these will be achieved by charging a fee for providing the service.

Signed RO	17-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021



## Additional Information (if required)

Detail and objectives (continued):

The proposals require further refinement; however, it is envisaged that the existing contract with Bardoc would be decommissioned and funding provided to MioCare to take the calls outside core hours. Staff would be trained on access to the health systems, inductions provided on the types and nature of calls received out of hours and support given for triaging of calls i.e. to OOH DN's, await daytime shift and other outcomes. The proposal would include the following functions:

- OOH call centre support provided by Helpline (calls would be re-directed by the SPoA at the end / start of each day)
- Helpline would receive patient calls and 'triage' to an appropriate outcome
- Helpline would be provided access to 'Paris' information system to see the District Nursing record (not currently available to Bardoc) enabling them to be able to respond to more patient queries without the need for DN oversight, where appropriate to do so i.e. query about the time of their next DN appointment (thereby enhancing service and patient outcomes)
- Helpline would escalate any urgent calls to DN's or triage to 111/999 as appropriate (and in line with core hours policies and procedures)
- Helpline would provide a monthly summary of call data to support monitoring OOH demand and peak periods

This approach would not realise a direct saving to the Council; however, a small increase in income would be generated for MioCare. The exact figure is yet to be quantified but it is anticipated that this figure would be realised in late 2021/2022.

<b>Reference :</b>	<b>CSA-BR1-426</b>
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<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Angela Barnes</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Carers Personal Budgets</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>A carer is anyone who provides unpaid care for a friend or family member who due to illness, disability, a mental health problem or an addiction, cannot cope without their support. According to the 2011 census, there are over 24,000 carers in Oldham. Carers are estimated to save the UK economy £132bn per year, in Oldham alone this equates to over £380m worth of support. This support is integral to developing a sustainable health &amp; social care economy where all participants are seen and valued as equal partners.</p> <p>Oldham Carers Service carry out nearly 2,000 carers assessments per year. Over 1,800 of these assessments result in the carer being awarded a Carers Personal budget to help them meet the needs identified in their assessment. The carers assessment is used to look at the caring role being carried out by the carer, what impact this has on their lives and to identify ways to help manage or reduce the impact. The assessment is carried out with the carer by a team of Carers Link Officers and the impact of caring on different areas of their lives is discussed. The impact is measured as having - no impact, low impact or high impact and a resource allocation system is used to calculate an indicative amount to be paid as a one off annual personal budget to help the carer meet their identified needs.</p> <p>The majority of carers use their carers budget as a contribution towards some form of break for themselves. Other uses include purchasing IT to enable isolated carers to stay in touch with family and friends, purchasing white goods to help with the caring role, e.g. a tumble dryer is a help if caring for someone who may be incontinent. Many carers are financially disadvantaged as a result of being a carer and the carers personal budget can help them to achieve outcomes of their own, it is also a recognition and acknowledgement to the carers of the contribution that their care makes to the local and national economy.</p> <p style="text-align: right;">(Continued in additional information below)</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	223
Other Operational Expenses	346
Income	(388)
<b>Total</b>	<b>181</b>

<b>Current Forecast (under) / overspend</b>	<b>(30)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>6.00</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	<b>(100)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
N/a
<b>Service Delivery</b>
The same levels of support to carers should be achievable but with less reliance on the use of cash personal budgets to carers and a wider offer utilising strength-based, non-traditional support, which maximises digital and other technological solutions.
<b>Future expected outcomes</b>
Increase in the number of carers being supported and a wider service offer to meet assessed need; thereby providing greater choice and flexibility.
<b>Organisation</b>
N/a
<b>Workforce</b>
N/a
<b>Communities and Service Users</b>
Improved and enhanced offer for carers whilst enabling increased demand for carers services by local carers across the borough
<b>Oldham Cares</b>
N/a
<b>Other Partner Organisations</b>
The proposal will affect the delivery of carers assessments and carers personal budgets by Age UK.

Who are the key stakeholders?

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

## Benefits to the organisation/staff/customers including performance improvements

A wider offer of support for carers, adopting strength-based, digital and technological solutions in 'place' which reflect the #TeamOldham Priorities and reflect local and national agendas to meet assessed needs in more creative and innovative ways.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Carers will feel less valued by potentially receiving a lower carers personal budget than in previous years.	Clear communications with carers to explain reasons for the change in personal budget levels. Increased use of assistive technology, community assets and digital resources to improving the impact of the caring role.
Assessors fail to adopt new ways of working including strength-based, use of digital and technologies.	Training in use of strength-based assessments, full induction to the digital online support for carers and links to the service's developing Assistive Technology Strategy.
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
Develop new offer for carers based on outcome of consultation.	April 2021 to May 2021.
Develop the new resource allocation model based on offer for carers going forward.	May 2021 to September 2021.
Implementation of new carers offer.	September 2021.
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	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	02-Nov-2020	28-Jan-2021

### Equality Impact Screening

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

Disabled people	Yes
Particular Ethnic Groups	Yes
Men or women (including impacts due to pregnancy/maternity)	Yes
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	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
This proposal will achieve savings of £100k. A new strength based approach to assessments should enable savings for the Locality. This will require a culture change as to how support is provided, as well as reduced amounts being provided in the resource allocation system.

Signed RO	04-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

The numbers of carers being supported and also receiving a carers personal budget has increased by over 26% in the last two years and this trend is likely to continue. This will have a serious impact on the budget if the way we allocate carers personal budgets stays the same and we need to maximise the funds available whilst accessing more non-traditional forms of support for carers in acknowledgement of living in a Covid environment, providing opportunities to take a break in different ways and ensuring all carers have access to an equitable and fair offer.

The carer's assessment looks at the impact on areas of the carer's life including, the ability to maintain their own home, to be involved in community activities, to have a social life and contact with family.

Allowing for an increasing numbers of carers identified would need to be factored into the efficiencies proposal, as would increasing and improving methods of supporting carers to meet some of their needs in alternative ways. Also, some allowance would need to be made to accommodate carers assessments which identify exceptional circumstances where the awarding of a cash budget would make a significant improvement to a caring role and avoid the need for costly funded services. An example of this was £500 awarded to a carer for the purchase of a riser/recliner chair which meant that she did not need support from paid carers to help her husband to stand and the couple were able to remain in control of their own lives.

Use of strength-based approaches to assessments would be essential to meeting these efficiency targets as the needs of the carers identified as part of the carer's assessment would still need to be met. Resources to meet the carers needs would need to be both available, accessible and the costs of the resources would be recorded in the Carers support plan which is produced following a carers assessment. Resources would include:

- Social prescribing
- Access to Community Asset Directory
- Training courses for carers
- Digital resources
- Assistive technology
- Advice and information
- Emotional support

One resource which would provide access to many of the resources identified above but also to a wide range of services online is the Carers UK Digital Resource. The cost of the resource is £3,000 per year and would give the carers team and carers themselves access to online training courses which would meet some of the needs currently being met by a cash payment, access to an app specifically designed for carers, national information covering legal, financial and practical issues faced by carers. The resource would be accessible 24 hours a day meaning that carers can access training and advice at a time to suit them as their own time is limited and usually dictated by their caring role. Increased use of assistive technology will also be explored to help with the caring role, Just Checking and falls sensors, for example, could be used to remove some of the pressures on carers.

Following their first carers assessment, carers are contacted and offered a carers reassessment every twelve months. This helps to ensure that we can monitor the caring role and, provide carers ongoing support and prevent carer breakdown leading to costly care packages or residential care.

The support that the Council provides to carers is provided alongside care that is delivered directly to the cared for person to provide the carer with a break.

Use of strength-based assessments, access to support both digitally and in person and increased use of assistive technology alongside a realigned carers personal budget would provide a more holistic and rounded form of support, intervention and help to enable carers to continue caring.

	<b>Reference:</b>	<b>CSA-BR1-426</b>
<b>Responsible Officer</b>	<b>Mark Warren</b>	
<b>Cabinet Member:</b>	<b>Cllr Z Chauhan</b>	
<b>Support Officer</b>	<b>Kirsty Littlewood</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Community Health and Social Care</b>
<b>Budget Reduction Title:</b>	<b>Carers Personal Budgets</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	<p>This proposal relates to the provision of support to adult, unpaid carers within Adult Social Care. A carer is anyone who provides unpaid care for a friend or family member who due to illness, disability, a mental health problem or an addiction, cannot cope without their support.</p>
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	<p>The proposal is to change the current method of assessing and meeting the needs of unpaid carers in community health and social care services.</p> <p>A carers assessment is offered to unpaid carers annually, it identifies the impact of the caring role on the unpaid carer and explores ways of meeting needs in order to reduce the impact. Outcomes of the assessment include advice, information, emotional support and a carers personal budget of between £50 and £350 per year. The current average budget is £150. The proposal is to reduce the levels of budget awarded and so reduce the average payment.</p> <p>In addition to setting out the national eligibility criteria for adult social care, The Care Act 2014 requires a person's own strengths and capabilities along with their wider support network to be considered in order to decide the best way to meet their needs.</p> <p>As such, nationally, regionally and locally there has been a move towards strength-based models of assessment utilising a collaborative process and allowing a person to be fully involved in the planning of their care and support; allowing them to have more control over the support that they receive and helping them to retain as much independence as possible for as long as possible, or to continue in their caring role, should they choose to.</p> <p>Employing a strengths-based approach allows a more creative approach to be taken to meeting a person's needs helping to reduce dependence on traditionally commissioned services and encouraging community participation through the access of support available within the local area and through social prescribing, thus linking with voluntary sector providers and the thriving communities agenda. There is a focus on providing support in the least restrictive way whilst improving the long-term outcomes and wellness of individuals.</p> <p>Alongside the changes to the carers personal budgets, a strength based approach to assessments will be adopted to ensure that the needs of carers are met.</p>

Resources such as the use of assistive technology and equipment, online and digital training, advice, information and social forums will be made available to support carers and lessen the impact of the caring role on their lives.

The proposed changes to the Carers Personal Budgets will not have an impact on other services. Carers will be given opportunities and resources to alleviate the impact on their caring role which will not have a negative or cost implication in other areas.

**1c What are the main aims of the project, policy or proposal?**

To develop the use of strength-based assessments, to increase access to support both digitally and in person and to increase use of assistive technology alongside a realigned carers personal budget to provide a more holistic and rounded form of support, intervention and help to enable carers to continue caring.

By offering different types of support to lessen the impact on the caring role, the reliance on carers personal budgets can be reduced and efficiencies can be realised. Additional resources to support carers will be identified that will have the potential of making a long term improvement to the lives of carers.

Use of strength-based approaches to assessments would be essential to meeting these efficiency targets as the needs of the carers identified as part of the carer’s assessment would still need to be met. Resources to meet the carers needs would need to be both available, accessible and the costs of the resources would be recorded in the Carers support plan which is produced following a carers assessment. Resources would include:

- Social prescribing
- Access to Community Asset Directory
- Training courses for carers
- Digital resources
- Assistive technology
- Advice and information
- Emotional support

One resource which would provide access to many of the resources identified above but also to a wide range of services online is the Carers UK Digital Resource. The cost of the resource is £3,000 per year and would give the carers team and carers themselves access to online training courses which would meet some of the needs currently being met by a cash payment, access to an app specifically designed for carers, national information covering legal, financial and practical issues faced by carers. The resource would be accessible 24 hours a day meaning that carers can access training and advice at a time to suit them as their own time is limited and usually dictated by their caring role. Increased use of assistive technology will also be explored to help with the caring role, Just Checking and falls sensors, for example, could be used to remove some of the pressures on carers.

The use of community assets, social prescribing and assistive technology will be explored with each carer as part assessment to identify support to alleviate pressures on the carer. The use of carers personal budgets will still be appropriate to meet carers needs for example as a contribution towards a break or to purchase an item which would help in their caring role.



	<p>The carers personal budget is also an important resource to provide the carer with acknowledgement and recognition of the valuable service they provide and the contribution their service makes to both the local and national economy.</p> <p>By providing other means of support, however, a significant efficiency can be made in the provision of carers personal budgets while still providing appropriate support to carers.</p>				
1d	<p><b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b></p>				
	<p>The following groups of people could be affected by the proposal;</p> <ul style="list-style-type: none"> <li>• Disabled people – Changes to the way carers are supported could have an effect on the person they care for who may have a disability. Also, some unpaid carers have a disability of their own. Increased training and online support to carers will include condition specific information and advice which could improve the experience of the cared for person.</li> <li>• Particular ethnic groups – 13 % of carers in Oldham identify as Asian or Asian British. Increased use of digital resources may be less accessible for non-English speakers within that community.</li> <li>• Women – nearly 70% of carers in Oldham are female, so are more likely to be affected by any changes to carers services.</li> <li>• People on low incomes – many carers are financially disadvantaged by their caring role and could be affected by changes to the personal budget allocation. This group may see any reduction in personal budget as a negative development. The greater availability of advice including benefits advice and financial planning, however, could mitigate this affect as could an increased level of alternative support to carers enabling access to employment. Advice and signposting to resources such as Job Centre Plus and Get Oldham Working to support carers who may need help with access to ICT or travel costs will be given. If appropriate a carers personal budget could be allocated for this purpose.</li> <li>• People in particular age groups – over 30% of carers in Oldham are aged over 65, so may be more likely to be affected by any changes to carers services.</li> <li>• Carers – Carers may perceive that receiving a lower personal budgets as reflection of the value placed on the service they provide.</li> </ul>				
1e	<p><b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b></p>				
		None	Positive	Negative	Not sure
	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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>					
	Carers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

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

<b>1h</b>	<b>How have you come to this decision?</b>
	Over 2,000 carers access support through a carers assessment and any impact from the changes needs to be clear, it is therefore in the interest of the service to complete an Equality Impact Assessment.

## Stage 2: What do you know?

<b>What do you know already?</b>
The numbers of carers being supported and also receiving a carers personal budget has increased by over 26% in the last two years and this trend is likely to continue. This will have a serious impact on the budget if the way we allocate carers personal budgets stays the same and we need to maximise the funds available whilst accessing more non-traditional forms of support for carers in acknowledgement of living in a Covid environment, providing opportunities to take a break in different ways and ensuring all carers have access to an equitable and fair offer.

<b>What don't you know?</b>
<p>We currently don't know the impact on individual carers of adopting a strength-based approach and whether this will change the way in which their eligible needs are met. We don't know the number of cases in which assistive technology could be considered as an alternative method of providing support and what the financial impact of this would be.</p> <p>We don't know what the effect of the current pandemic situation will be on the long-term availability and capacity of services within the community and how this will impact the implementation of a strength-based approach.</p>
<b>Further Data Collection</b>
<p>Further analysis will be undertaken to understand the current levels of carers personal budgets and what other forms of support is being delivered.</p>

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

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

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

3a	<b>Who have you consulted with?</b>
	Oldham Residents, Carers and partner organisations.
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>
	Public consultation online via Council website, 9 November 2020 to 1 February 2021. Carers and partner organisations via Carers Partnership Board 20 November 2020.

3c

### What do you know?

We now know the results of the public consultation. The following summary of the proposal was consulted on via the Council website between 9 November 2020 and 1 February 2021.

#### Carers Personal Budgets (CSA-BR1-426)

Carers provide unpaid care for friends and family members with illness, disability and/or mental health problems. There are more than 24,000 carers in Oldham who provide support that otherwise may have to be provided by public services like the council or NHS. Oldham Council provides a support service for carers. Through this service it assesses the needs of carers and, if required, provides them with a Carers Personal Budget to help them fulfil their caring role. The amounts given are dependent upon needs assessed on a points-based system. These budgets can be used to pay for breaks, to buy IT equipment to help them stay connected with others or to buy household goods that will make their caring role easier. Last year Oldham provided Carers Personal Budgets to around 1,900 people at a cost of £294,000. It is proposed that the threshold for getting a carers personal budget be increased and that the amounts received be reduced. This would affect everybody who currently receives a carers personal budget and future applicants. The council would work with carers to signpost them to training, online resources and other available support in the local communities. **This would save £100,000 in 2021/22.**

339 responses were received specifically to the carers budget proposal;

<b>Strongly Agree</b>	<b>108</b>	<b>32%</b>
<b>Disagree</b>	<b>72</b>	<b>21%</b>
<b>Neither agree nor disagree</b>	<b>69</b>	<b>20%</b>
<b>Agree</b>	<b>62</b>	<b>18%</b>
<b>Strongly agree</b>	<b>28</b>	<b>8%</b>

The following response to the proposal was received from the Carers Partnership Board

#### **FINAL RESPONSE from the Oldham Carers Partnership Board to the Oldham Council 'Let's Talk Budget' consultation, *specifically* in relation to the Carers Personal Budget proposal (CSA-BRI-426)**

'**AGREE**' with the proposal, subject to account being taken of the following comments and actions which may help to mitigate any potential impact on informal carers of the proposed budget reduction and more generally.

In the section 'WHAT DO YOU THINK OF THIS PROPOSAL' the following response has been submitted on behalf of the Board:

The Carers Partnership Board's intention is always to advocate in the interests of carers. However, we also recognise that the Council and local partners are facing difficult decisions in order to continue to support and protect Oldham's most vulnerable and in-need residents. Although this proposal will lead to a reduction in the total carers personal budget envelope, we also believe that those carers with the highest support needs will be prioritised to receive a personal budget under these proposals, should they choose to be assessed.

Balancing what we know about support and provision for carers in Oldham, we feel in principle that the proposal is a reasonable one, and it is in line with the overall ambitions expressed in the Oldham Carer's Strategy 2018 – 2021. Whilst a one-off carers budget (following a carers assessment) may offer welcome, additional financial support to some carers, it is our view that the most valuable aspect of the carers assessment is that it should offer a high-quality, considered and holistic needs assessment and support planning process, which taps into what is already available for carers to potentially benefit from. We have heard this feedback from carers and the Oldham Carers Team, who conduct the carers assessments. Our understanding is that access to the carer's assessment is not affected by this budget proposal.

We fully recognise however that this proposal *will* narrow the access to a carers personal budget for carers in Oldham. However, increasing the eligibility thresholds will ensure that carers with the highest level of need will be prioritised for a carers personal budget. Although there will also be a reduction in the potential budget that an individual carer may receive, this means that the total available budget will stretch further, benefitting more carers but at a reduced level.

Our main concerns relate to carers already in financial hardship, for example, because they are unable to work or work reduced hours due to their caring responsibilities, they are heavily or partially reliant on state benefits, and some carers may have experienced new unemployment/reduced income as a direct impact of the Covid-19 pandemic. For some of our most financially vulnerable carers, we recognise that a carers personal budget may have provided a lifeline which enables them to continue caring.

Looking at Oldham as a whole (relative to other towns in GM), we know that absolute unemployment is higher, and pay is generally lower. We also know from Carers UK State of Caring report 2019 that many carers face ongoing financial challenges, with around 2 in 5 carers (39%) struggling to make ends meet and 21% of carers have experienced debt as a result of their caring responsibilities. With this in mind, we suggest that the following mitigating actions are taken when implementing this budget reduction:

- Advice for carers around welfare rights and benefits advice is strengthened within the carers assessment/support planning process and offered systematically to all carers undergoing a carers assessment
- The review of the carers assessment and support planning process is completed as quickly as possible in line with objective 4.2 in the Oldham Carers Strategy action plan
- Consideration is given to how new assessments of carers previously unknown to Adult Social Care are prioritised, given that current social and economic circumstances may lead to more residents with caring responsibilities needing early advice and support

**Responses from individuals to the proposals include –**

<b>Impact on vulnerable people/carers/children</b>	'As someone who was a carer for a family member this <b>would have made life unbearable. Carers do not have time to apply for extra resources or funding</b> it is often exhausting to be able to keep in contact about circumstances with the council or healthcare provider let alone dealing with anything else'
<b>Financial impact</b>	'Without carers, the <b>cost to adult social care</b> would be a lot more than <b>£100,000</b> . People need money not training'
<b>Lacking detail</b>	'Reservations on this, <b>without any knowledge of how this allowance is calculated</b> , it seems <b>inappropriate to restrict funding</b> for the role of unpaid carers in this way, as they provide such an essential service'

**Public suggestions on how to deliver the proposal were also received;**

*Look at means testing instead*

It is not felt that the wider spectrum of carers would welcome this approach. It would mean that most would get either no financial support or an amount that would not enable them to do the things they wish to do.

	<p><i>Providing a support network</i></p> <p>A number of support networks, which provide both formal and informal support into the social care system, are already in place and receive funding. This is something that will be considered for further promotion.</p> <p><i>Being listened to by the social care system</i></p> <p>As with the previous development of the Oldham Carers strategy. We are developing a co-production panel and carers will be a key cohort within this engagement approach so they can link in through this model too.</p> <p>In December 2017 a consultation exercise with carers to develop Oldham Carers Strategy received 471 individuals responses and 38 carers attended focus groups.</p> <p>A common theme emerged which confirms the need for providing support through more varied ways, which would require a review of the way in which resources are utilised.</p> <p><i>Improving health and wellbeing was seen as a key area, with carers noting the effects of caring on their own personal health and wellbeing. Communication was seen as being vital in improving this. Carers felt that more should be done to promote wellbeing ranging from social opportunities to the provision of appropriate breaks for carers.</i></p>															
<b>3d</b>	<p><b>What don't you know?</b></p> <p>We don't know the level of understanding of those responding to the consultation of the carers personal budgets and it is possible that some perceive it to be a weekly or monthly amount. The carers personal budget is, actually, a one off annual amount awarded following the outcomes of a carers assessment to meet a specific identified need. We don't know what the ongoing impact of the current pandemic situation may be on both carers and the individuals they care for.</p>															
<b>3e</b>	<p><b>What might the potential impact on individuals or groups be?</b></p> <table border="1" data-bbox="213 1288 1508 2047"> <tr> <td data-bbox="213 1288 761 1339">Generic (impact across all groups)</td> <td data-bbox="761 1288 1508 1339"></td> </tr> <tr> <td data-bbox="213 1339 761 1451">Disabled people</td> <td data-bbox="761 1339 1508 1451">The provision of alternative support to carers such as training on awareness of specific conditions, will benefit the person they care for.</td> </tr> <tr> <td data-bbox="213 1451 761 1503">Particular ethnic groups</td> <td data-bbox="761 1451 1508 1503">N/A</td> </tr> <tr> <td data-bbox="213 1503 761 1832">Men or women (<i>include impacts due to pregnancy / maternity</i>)</td> <td data-bbox="761 1503 1508 1832">70% of unpaid carers in Oldham are female, so are more likely to be affected by changes to the Carers Personal Budgets. While this reduction in the amount of cash awarded through a Carers Personal Budget may be seen as a negative impact, the mitigating actions will potentially have a longer term positive impact. For example, access to training and peer support could alleviate social isolation and develop skills in the use of ICT.</td> </tr> <tr> <td data-bbox="213 1832 761 1906">People of particular sexual orientation/s</td> <td data-bbox="761 1832 1508 1906">N/A</td> </tr> <tr> <td data-bbox="213 1906 761 1980">People in a Marriage or Civic Partnership</td> <td data-bbox="761 1906 1508 1980">N/A</td> </tr> <tr> <td data-bbox="213 1980 761 2047">People who are proposing to undergo, are undergoing, or have</td> <td data-bbox="761 1980 1508 2047">N/A</td> </tr> </table>		Generic (impact across all groups)		Disabled people	The provision of alternative support to carers such as training on awareness of specific conditions, will benefit the person they care for.	Particular ethnic groups	N/A	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	70% of unpaid carers in Oldham are female, so are more likely to be affected by changes to the Carers Personal Budgets. While this reduction in the amount of cash awarded through a Carers Personal Budget may be seen as a negative impact, the mitigating actions will potentially have a longer term positive impact. For example, access to training and peer support could alleviate social isolation and develop skills in the use of ICT.	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	N/A
Generic (impact across all groups)																
Disabled people	The provision of alternative support to carers such as training on awareness of specific conditions, will benefit the person they care for.															
Particular ethnic groups	N/A															
Men or women ( <i>include impacts due to pregnancy / maternity</i> )	70% of unpaid carers in Oldham are female, so are more likely to be affected by changes to the Carers Personal Budgets. While this reduction in the amount of cash awarded through a Carers Personal Budget may be seen as a negative impact, the mitigating actions will potentially have a longer term positive impact. For example, access to training and peer support could alleviate social isolation and develop skills in the use of ICT.															
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	N/A															

	undergone a process or part of a process of gender reassignment	
	People on low incomes	Many unpaid carers are on low incomes due to not being able to access employment due to their caring role. This reduction in the amount of cash awarded through a Carers Personal Budget may be seen as a negative impact, the mitigating actions will potentially, however, have a longer term positive impact. By providing carers with the right information, signposting and advice to ensure they are accessing the benefits and rights they are entitled to, a longer term financial impact on carers on low incomes will be realised. Similarly supporting carers, who wish to, with help to access employment will have a positive financial impact.
	People in particular age groups	35% of unpaid carers are over 64 years old and so are more likely to be impacted by changes to the Carers Personal Budgets. These changes may be perceived as negative by carers who receive a reduced Carers Personal Budget. The impacts of the provision of strength based resources to older carers is already having a positive effect. In some cases, older carers have been supported to access digital resources to reduce social isolation and complete online shopping. This positive impact would be available to more carers through the use of the Carers Digital Resource.
	Groups with particular faiths and beliefs	N/A
	Unpaid Carers	Unpaid Carers across Oldham who have previously received a Carers Personal Budget, may perceive the proposal as a negative impact if they receive a lower level of payment than in previous years. This may deter some carers from accessing an annual carers reassessment. The proposed additional resources through the use of a strength based approach, however, will have the potential to make long term positive changes to lessen the impact of the caring role on their lives.

## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Carers will feel less valued and appreciated by potentially receiving a lower carers personal budget by direct payment than in previous years.	Clear communications will be put in place with carers to explain reasons for the change in personal budget levels. The ability to award carers personal budgets at a higher level in exceptional circumstances will still be available.

	<b>Impact 2</b>	<b>Proposal</b>
	Carers may see any change in the cash personal budget as a reduction in the support they receive. This could be regarded as having a negative impact on their lives and ability to continue in their caring role.	<p>Increased use of assistive technology, community assets and digital resources will be accessed and provided.</p> <p>By commissioning the Carers UK Digital Resource, carers will be able to access:</p> <ul style="list-style-type: none"> <li>- advice and information, independent to that directly supplied by Oldham Cares.</li> <li>- Online training courses on a number of topics which are designed to give carers the tools to alleviate some of the impacts that caring may have on their lives.</li> <li>- An online forum where carers can chat, ask questions and share issues with other carers.</li> <li>- Access to a 24 hour helpline for carers.</li> </ul> <p>All of the above will, potentially, increase the long term support to carers and reduce the impact of the caring role by providing alternative and more appropriate resources.</p>
	<b>Impact 3</b>	<b>Proposal</b>
	Carers may see the proposal as having a negative impact on their income and financial ability to continue with the caring role.	<p>Providing advice and signposting to carers to ensure that they, and the person they care for are accessing appropriate benefits, will have a positive long term impact on finances.</p> <p>The Carers UK Digital Resource provides up to date information on carers rights, both regarding benefits and rights as a working carer. Tools to assist with accessing benefits advice, budgeting tips and getting into employment, where appropriate, are available 24 hours a day.</p>
	<b>Impact 4</b>	<b>Proposal</b>
	Carers concerned about impacts of time consuming, bureaucratic processes for accessing support.	The carers assessment will not include any additional assessment processes. It will include the statutory minimum necessary to understand the impact of the caring role on an individual basis and how to meet the needs of the carer using the most appropriate resources.
	<b>Impact 5</b>	<b>Proposal</b>
	Financial Impact/Restricted funding	<p>The carers offer will consider the impact on the wellbeing of each individual carer and will concentrate on providing a holistic offer of support rather than focussing on an annual, one off amount of money.</p> <p>The offer will not restrict resources but will provide an appropriate level of support to carers according to their individual needs by using an asset based approach.</p>



		The ability to award carers personal budgets at a higher level in exceptional circumstances will still be available.
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<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	<p>The completion of the EIA has helped to focus attention on the potential impacts of the proposals, and these will be fully considered when planning the development of a holistic offer for carers.</p> <p>The focus of Carers support, including carers assessments, will be on giving carers access to resources which will enable them to achieve long term improvements in their caring role. Whilst carers will, where appropriate, still be able to access a carers personal budget through a direct payment, the emphasis will be on a strength based approach and less reliance on cash budgets.</p>
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	<p>The carers budget will be monitored, and a review system will be put in place to contact carers to ascertain if they have accessed resources and to get feedback on how this has affected their caring role.</p>

<b>Conclusion</b>	
<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>The reduction in the overall budget available for carers personal budgets will impact all carers who currently, and in the future, access support by way of a carers assessment.</p> <p>Reducing the amount of carers personal budget provided by a direct payment may give an initial short term negative financial impact to carers.</p> <p>This short term negative impact can be reduced or mitigated by implementing a strength based approach, accessing community resources, increasing the use of assistive technology, digital resources, both locally and through Carers UK.</p> <p>Appropriate use of these resources will have a positive long term effect for carers by giving them the tools to enable them to manage their caring role.</p> <p>The development of a new carers offer and processes will be coproduced with carers involved at all stages to ensure carers voices are not just heard but actively listened to and respected.</p>	

# Stage 5: Signature

<b>Role</b>	<b>Name</b>	<b>Date</b>
<b>Lead Officer</b>	Angela Barnes	12/02/2021
<b>Approver Signatures</b>	Kirsty Littlewood	15/02/2021
	Jonathan Downs	15/02/2021

<b>EIA Review Date:</b>	TBC
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<b>Reference :</b>	<b>CSA-BR1-427</b>
<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Karen Maders</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Brokerage</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Following a needs assessment, a direct payment (personal budget) maybe awarded and the recipient can choose to take this as a cash payment rather than having a package of support arranged for them.</p> <p>The aim of a direct payment is to enable people to have more choice and control over the support they receive. Many people choose to employ Personal Assistants (PA) to meet their services needs and manage any employment related processes. The Council currently provides support to people to manage their Direct Payment by providing a support brokerage service, this service should be aimed at where the person has no third party to assist them or they are unable to do this themselves. Brokers work with the individual to support set up their care and support services. This could include finding out information about services, recruiting staff and setting up payments for wages and services.</p> <p>The council's annual spend on brokerage services is in the region of £450,000 for Adult Social Care. Brokerage fees do not form part of the allocated direct payment budget, this is an additional cost that the council funds from the community care budget and service users do not contribute to this additional cost.</p> <p>Year after year there has been a significant increase in brokerage costs. Oldham was a pilot for personalisation, and it seems brokerage is the 'go to' option when offering a direct payment from an Adult Social Care perspective, instead of reviewing alternative options available to support the person, i.e. support of next of kin.</p> <p>(See additional information below)</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	15,364
Income	(0)
<b>Total</b>	<b>15,364</b>

<b>Current Forecast (under) / overspend</b>	<b>2,002</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(250)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Not applicable
<b>Service Delivery</b>
Supporting service delivery, by providing members of the public and practitioner's with clear guidance on the use of direct payments and a broker. Opportunities to promote the 'Strength based' assessment model for alternative options to support the person, instead of a brokerage service as the 'go to' option.
<b>Future expected outcomes</b>
See additional information below.
<b>Organisation</b>
See additional information below.
<b>Workforce</b>
See additional information below.
<b>Communities and Service Users</b>
See additional information below.
<b>Oldham Cares</b>
See additional information below.
<b>Other Partner Organisations</b>
Not applicable

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	Yes
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	Yes
Brokerage providers	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

## Benefits to the organisation/staff/customers including performance improvements

See additional information below.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
As a framework is being implemented with agreed associated costs, it may not be as feasible for providers, therefore may result in a reduction of brokers applying for the tender, and the council not having a varied list of approved brokers to use.	The specification includes a statement, to advise where local market cannot meet the demand, the council will be able to look wider within GM for the use of a brokerage service.  (Continued in additional information below).
The proposed plan is to review the current packages with a broker, and where non- complex to source alternative support. This will reduce the use of a broker and may see some brokers withdrawing from the market due to lose of business.	The specification due to go to tender has been clear that all current packages will be reviewed and the future offer for the service will be aimed at complex care packages only. The specification will be advertised via the 'Procurement Chest' where all brokers can view / be clear on the new proposals before submitting a tender for the service.
When reviewing the current care and support packages, and changing the use of a broker, this may cause some uncertainty and anxiety for service users and may result in an increase in complaints /contact to the council.	Clear guidance re-issued to support practitioners in their conversations with service users, alongside support via the task & finish group and resource allocation panel. Complaints managed through the Council's complaints process, to be allocated to appropriate staff offering service users reassurance of still receiving their required care package.

### Key Development and Delivery Milestones:

Milestone	Timeline
Staff comms re: new packages including, using a Broker (when to approach them), manager to scrutinise broker use/appropriateness before care package approved, income & payments to challenge broker requirement if not documented.	2021  (Easy Use Guide and flow chart to be sent with comms)
Review Direct Payment Policy/ Toolkit. Develop Direct Payment easy use guide for staff & process flow chart - example cases where use of a broker is appropriate. Guidance to include 'brokerage use decisions need to be evidence based'.	2021
Task & Finish Group-Monitor reviews of current packages with a broker. Ensure reviews are kept on track. Update sessions booked on regular basis. Oversight of the change in public expectations. Monitor reduction in costs.	2021  (Group to include Cluster Leads/Learning Disability, Mental Health managers)
Review all current packages with a broker. Report to be requested, split by category of packages, PSR and additional services. Agreed process to be confirmed as part of the task and finish group. Social Work teams to lead on reviews.	2021

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	05-Nov-2020	28-Jan-2021

### Equality Impact Screening

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

Disabled people	Yes
Particular Ethnic Groups	Yes
Men or women (including impacts due to pregnancy/maternity)	Yes
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	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
This proposal will achieve a saving of £250k. This saving will be achieved by reducing a non-statutory element from non-complex cases. This will be underpinned by the introduction of the strength-based approach which will require a culture change in how services are provided.

Signed RO	04-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

The funding of brokerage services is not a statutory requirement, as it isn't defined as an eligible social care need. However, the Council recognises the invaluable support which brokers can offer to vulnerable adults, enabling wider choice and control over the service but it must review the way in which brokerage services are currently used when offering a direct payment in order to reduce excessive spending on brokerage services, promote a more strength-based approach for the delivery of the person's care and by using alternate support for the person.

With finite resources, the service needs to target brokerage services at those with the most complex needs to ensure parity of access to direct payments.

There are currently 927 direct payment packages with a broker, total cost £450,526.

Brokerage Services	Number	Annual Cost
Invoice Only	303	£ 74,777
Payroll Only	21	£ 7,732
Full Brokerage package	603	£ 368,017
Total	927	£ 450,526

The budget reduction proposals in regard to brokerage services will be achieved by the completion of the following:

1. Implementation of a brokerage framework. There is currently no such framework in place, therefore no contracted fees for the use of a brokerage services. Brokers fees vary, and can increase at any time, therefore increasing the financial liability for the council. By the introduction of the framework there will be a set fee structure, to support the council to budget, provide market stability and be accountable for public funds.
2. A clear specification will be implemented as part of the framework and will clearly state that the use of a brokerage service will be for complex care packages only. Where packages are identified as non-complex, the practitioner will be expected to work with person and explore other options available to them.
3. A task and finish group will be established. This group will lead on reviewing all current direct payment packages with a broker. Packages (non-complex) with a broker will be reviewed by the practitioner, to source alternative support where deemed appropriate, therefore ceasing the requirement of a broker and reducing costs for the council.
4. There is a requirement to change the public's expectations in regard to direct payments and the use of a brokerage service. To support this the following actions will take place:
  - Review of Direct Payment Policy
  - Review of Direct Payment Toolkit.
  - Development of a Direct Payment easy use guide for staff, to support them when discussing options with the person, this will also include the use of a broker.
5. Any new direct payment packages, where a broker is required will go through the resource allocation panel and will have to be signed off by the relevant Head of Service. This will support due-diligence on all packages and monitor the cost of brokerage services.
6. The direct payment policy review will also provide some guidance to staff in regard to the term complex and non-complex. Therefore, supporting them in their decision making when assessing a person's requirement for a direct payment and use of a brokerage service.

## Additional Information (if required)

### Future Expected Outcomes impact:

The reduction in the requirement of a broker for non-complex packages. Therefore, allowing the broker to focus on packages of care that are complex and require their full support. Brokers and service users will also be clear on what the services and expectations from a broker will be, therefore providing a coordinated support package for service users.

### Organisational impact:

Organisational impact will be positive and negative. The proposed change in services to a person may initially lead to increases in complaints, as people will be used to the services they currently receive, and change can be sometimes unsettling for the person, this will be managed by the service to ensure the person feels fully supported.

From an organisational perspective, there will be clear guidance on the offer of a brokerage service, the organisation will be assured that there is accountability for public funds following the implementation of the brokerage framework and specification and all brokers will go through the correct procurement process and have a legal contract in place to adhere to.

### Workforce impact:

Practitioner's will be provided with clear guidance on the use of direct payments and a broker, and will be supported by the use of a broker via the panel allocation approval step that will be implemented. The workforce will receive an approved list of brokers to use following the procurement tender process, so when allocating a broker to a direct payment package, there is a clear rationale and transparency.

### Communities and service users impact:

Service users will benefit from the proposal massively as currently they are not clear what they should be receiving from a broker. As part of the specification for the brokerage framework, brokers will be asked to provide an information pack on the services that they are delivering, this will be provided to service users/next of kin to support them when choosing the correct broker for their care and support package and also ensure that they are receiving the correct care and support, as assessed by the practitioner.

### Oldham Cares impact:

Services within Oldham Cares manage the direct payments/brokers; therefore, they will see a high/increased volume of activity when implementing the proposed changes. Services within Oldham Cares will take the lead on the current care reviews and also on the development of the direct payment guidance.

Impact on Oldham Cares will be both positive and negative. The proposed change in services to a person may initially lead to an increase in complaints, as people will be used to the services they currently receive, and change can be sometimes unsettling for the person, this will be managed by the service to ensure the person feels fully supported.

From an Oldham Cares perspective, there will be clear guidance of the offer of a brokerage service, and service users and staff will be assured that that the assessed care packages for service users will be fully implemented, following the implementation of the brokerage framework and specification and all brokers will go through the correct procurement process and have a legal contract in place to adhere to.

### Organisational benefits:

There will be clear expectations and literature provided on the use of brokerage services and reduce the current position, where a broker is appointed for the majority of all direct payment packages. This will allow for staff and the person to be innovated with the way in which their package of care is delivered and promote a strength-based approach. The use of brokers will be aimed at more complex care packages, therefore reducing dependency on the use of a broker. Following the implementation of the framework there will also be clear fees set for brokerage services, therefore supporting this to be financially managed providing accountability for the use of public funds.



**Additional Information (if required)**

Risk 1 mitigation (cont):

The brokerage offer from providers is a small market, with a number of brokers offering their services primarily within the Oldham area. The costs being proposed for the specification are not that different to what brokers are currently charging, and an incentive has been added as 'set up costs' where the package is complex. This will hopefully attract brokers to apply for the new framework and also attract wider business to apply, therefore providing more choice to the council in brokers to use.

<b>Reference:</b>	<b>CSA-BR1-427</b>
<b>Responsible Officer</b>	<b>Kirsty Littlewood</b>
<b>Cabinet Member:</b>	<b>Councillor Zahid Chauhan</b>
<b>Support Officer</b>	<b>Karen Maders</b>

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Community Health and Social Care</b>
<b>Budget Reduction Title:</b>	<b>Brokerage</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	<p>This proposal relates to the change in the use of direct payment brokerage services. This sits primarily within Adult Social Care.</p> <p>Following a needs assessment, a personal budget maybe awarded, and the recipient can choose to take this as a direct payment (cash payment) rather than having a package of support arranged for them.</p> <p>The aim of a direct payment (DP) is to enable people to have more choice and control over the support they receive. Many DP recipients choose to employ Personal Assistants (PA) to meet their needs which means they become an employer and need to manage any employment related processes. The Council currently provides support to people to manage their DP by funding a support brokerage service, this service should be aimed at providing support where the person has no third party to assist them or they are unable to do this themselves. Brokers work with the individual to support them to set up and manage their care and support services including finding out information about services, recruiting staff and setting up payments for wages and services.</p>
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	<p>The proposal is based around the need to reduce the use of brokerage services where a service user is in receipt of a direct payment.</p> <p>The council's annual spend on brokerage services is in the region of £450,000 for Adult Social Care. Brokerage fees do not form part of the allocated direct payment budget, this is an additional cost that the council funds from the community care budget and service users do not contribute to this additional cost.</p> <p>Year on year there has been a significant increase in brokerage costs. Oldham was a pilot for personalisation, and over recent years brokerage services have been used increasingly in the majority of cases as opposed to exploring alternative options available to support the person, i.e. support of next of kin.</p> <p>The funding of brokerage services is not a statutory requirement, as it is not defined as an eligible social care need. Whilst brokerage services are not a statutory requirement, the council recognises the invaluable support which brokers can offer to vulnerable adults, enabling wider choice and control over the service. However, we must review the way in which brokerage services are currently used when offering a direct payment in order to reduce excessive spending on brokerage services, promote a more strength-based approach for the delivery of the person's care and by utilising alternative avenues of support for the person.</p>
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>
	<p>The main aims of the proposal are to ensure an appropriate and consistent approach to brokerage through the implementation of a brokerage framework and guidance for practitioner's to support them in their conversations with service users when discussing / reviewing the use of a brokerage service.</p>

The budget reduction proposals in regard to brokerage services will be achieved by the completion of the following:

1. Implementation of a brokerage framework. There is currently no such framework in place, therefore no contracted fees in place for the use of a brokerage services. Brokers fees vary, and can increase at any time, therefore increasing the financial liability for the council. By the introduction of the framework there will be a set fee structure, to support the council to budget, provide market stability and be accountable for public funds.
2. A clear specification will be implemented as part of the framework and will clearly state that the use of a brokerage service will be for complex care packages only. Where packages are identified as non-complex, the practitioner will be expected to work with the person and explore other options available for them.
3. A task and finish group will be established from January 2021 until March 2022. The purpose of this group will be to lead on reviewing all current direct payment packages with a broker. Packages (non-complex) with a broker will be reviewed by the practitioner, to source alternative support where deemed appropriate, therefore ceasing the requirement of a broker and reducing costs for the council.
4. There is also a requirement to change the public's expectations in regard to direct payments and the use of a brokerage service. To support this the following actions will take place:
  - Review of Direct Payment Policy
  - Review of Direct Payment Toolkit.
  - Development of a Direct Payment easy use guide for staff, to support them when discussing options with the person, this will also include the use of a broker.
5. Any new direct payment packages, where a broker is required will go through the resource allocation panel and will be required to be signed off by the relevant Head of Service for the use of the broker. This will support due-diligence on all packages and monitor the cost of brokerage services.

The direct payment policy review will also provide guidance to staff in regard to the term complex and non-complex. Therefore, supporting them in their decision making when assessing a person's requirement for a direct payment and use of a brokerage service.

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

People identified that will be affected by the implementation of the Brokerage Framework and changes with their direct payment are those that fall into the following groups:

- Disabled people
- People in particular age groups
- Vulnerable Adults
- People on low income

The above groups can be further identified further into the following categories:

Service users:

- If their current broker is not successful in the tendering process or their care package has been identified as non – complex, service users may not want to change brokers as they would have built a relationship and trust with the existing one.
- If service users have to be transferred to a new broker, it may cause upset to them and delays with commence of new support identified.

- There will also be a positive effect to service users as the implementation of the new model would ensure that service users are receiving consistent support in accordance with legislation and in line with charging policies. It would also ensure that the service they receive is vetted and 'fit for purpose'. Service users would also be supported with exploring other avenues of support via the strength based model.

Service Providers –

- will be expected to meet set criteria to be awarded a contract and added the framework. This could impact business in relation to finances as where some may not be successful, the loss of business may mean the closure of their company.
- will be expected to enter into an agreed framework and adhere to the terms and conditions of that framework.
- will be expected to comply with the cost of brokerage services as implemented by the council, therefore could result in a loss of income.
- Following the implementation of the framework, the council will be able to obtain oversight of the market. This would lead to stability within the brokerage economy as there is currently only one of the seven providers still providing this service from the approved list from 2011.

General Public –

- The framework would ensure that public funds are safeguarded and that the council can be accountable.
- Protecting the council from litigation, ensuring compliance with legislation, ensuring service users are in receipt of their eligible needs and are charged only for their contribution towards the cost of care services.

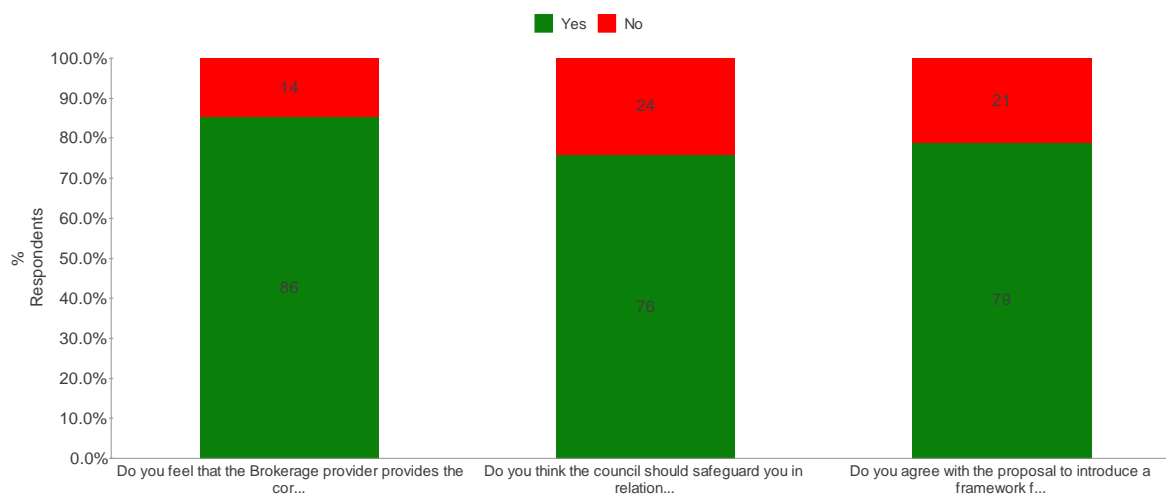
<b>1e Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
	<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<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 checked="" type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input checked="" 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"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
Vulnerable Service Users	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>1f</b>	<b>What do you think the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>1g</b>	<b>Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?</b>	<b>Yes</b> <input checked="" type="checkbox"/>	
		<b>No</b> <input type="checkbox"/>	
<b>1h</b>	<b>How have you come to this decision?</b>		
	<p>There are currently over 900 service users in receipt of a broker service and 5 providers of a brokerage service.</p> <p>To ensure all options are captured and that impact on each group is made clear, it is in the interest of the service to complete a full Equality Impact Assessment.</p>		

## Stage 2: What do you know?

<b>What do you know already?</b>
<p>Adult Social care currently spend over £450,000 on brokerage services annually. There are currently 5 brokers providing the brokerage service, where there is no accountability of public spend or service delivery.</p> <p>Within Adult Social Care there are currently 927 service users using a brokerage service to support them with the management of their direct payment.</p> <p>Year on year there has been a significant increase in brokerage costs. Oldham was a pilot for personalisation, and it seems brokerage is the 'go to' option when offering a direct payment from an Adult Social Care perspective, instead of reviewing alternative options available to support the person, i.e. support of next of kin.</p> <p>The funding of brokerage services is not a statutory requirement, as it is not defined as an eligible social care need. Whilst brokerage services are not a statutory requirement, the council recognises the invaluable support which brokers can offer to vulnerable adults, enabling wider choice and control over the service. However, must review the way in which brokerage services are currently used when offering a direct payment in order to reduce excessive spending on brokerage services, promote a more strength-based approach for the delivery of the person's care and by using alternate support for the person.</p> <p>Previous consultation has taken place with service users and providers in regard to the implementation of a brokerage framework;</p> <p>A survey was issued to service users, patients or their carers / representatives with various questions relating to their experience with brokers and to identify their views on the introduction of a framework. Over 1000 surveys were issued with a covering letter inviting people to a one to one focus group session to provide a Q&amp;A session.</p> <p>Members of the public attended two focus groups, which took place on 4 June 2019 and 11 June 2019. Those invited to the focus groups were people directly receiving brokerage services, carers and family. Over 1000 service users or representatives were contacted, we received 155 completed surveys. In attendance at the focus groups, three carers attended the first session on 4 June 2019 and one carer attend the second session on 11 June 2019.</p> <p>The outcome from the survey questions were as follows:</p>

## Brokerage Framework



q5.06.07

- 86% respondents felt their provider gave them the correct level of support.
- 76% respondents agreed that the council should safeguard in relation to the services they receive.
- 79% agreed with the proposal to introduce a framework for Brokerage Providers
- Further analysis found a strong correlation between those who agreed that the Council should safeguard clients and the introduction of a framework
- An equally strong correlation was found between the age of the respondent and agreement of the introduction of a brokerage framework

The outcome from the focus groups were as follows, attendees thought:

- There was lack of communication between the broker and service user.
- Regular statements should be issued to the service user on a monthly basis to ensure that they are aware of their balance.
- A fact sheet for families regarding brokers should be implemented by the council to explain what they should expect from a broker.
- Brokers should communicate with the council when a carer requires a break.
- The fee to a broker should be based on the work they do, i.e. processing invoices / payroll.
- A fact sheet should be provided to service users re: all brokers and what they offer.

As part of the consultation process two Q&A sessions took place for the providers, on 7 June 2019 and 10 June 2019. A market engagement event also took place on 19 June 2019 and 14 February 2020, to ensure a wider audience was captured. This was advertised via the council's procurement team on The Chest. This was an opportunity to explain the proposals of introducing a framework and provide updates. It was also an opportunity to obtain brokers' feedback directly on the proposals. During this meeting, information regarding the consultation period and cabinet process was also provided to brokers.

Brokers were informed of the results from the focus groups in relation to the service users. Feedback from the providers was as follows:

- Providers were happy and open to the idea of working with a framework
- Biggest Issue – Brokers having to collect client contribution
- If Brokers are invoice only – there are no contact details
- Families being able to “add on” different care needs and hours if they have money still in the personal budget, that this is currently not possible and would need to be assessed by a social worker beforehand

- Following the last consultation – providers felt they were not treated very well
- Lack of training for PA's
- Brokers requested that within the Framework clarity was provided on the different services and what the Local Authority expects. This will support both the individual and the broker in delivery what the individual needs. This will also support brokers with the differing terminology across different Local Authorities. This will also support the social workers.
- Another suggestion was to use quality questions as a Quality Assurance function. These could be completed every 6 or 12 months so that everybody is clear about what is or isn't happening.

### What don't you know?

We do not know how many people who currently utilise a broker to support the management of their direct payment will be classed as complex and non-complex and how many will require ongoing brokerage support.

Although a previous consultation process has been completed, there was a low response rate of 15% in regard to the survey's sent to those in receipt of services. Therefore, the impact on service users can only be determined from the limited responses received and is not fully known.

As we do not know the number of people who will require brokerage support moving forward we do not know the impact that this will have on providers and the sustainability of this market.

### 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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	
People in particular age groups	<input type="checkbox"/>	<input checked="" 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?					
Vulnerable Service Users	<input type="checkbox"/>	<input checked="" 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	<b>Who have you consulted with?</b>												
	Public consultation was held between 9 November 2020 and 1 February 2021.												
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>												
	Consultation was open online to the general public and an engagement event was held on 28 January with GMDPP. Responses to the proposals were also provided by Age UK and Oldham's Carer's Partnership board.												
3c	<b>What do you know?</b>												
	<p>We know that the overall response to the consultation in terms of changes to brokerage provision was positive with the breakdown of results as follows</p> <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>17%</td> </tr> <tr> <td>Agree</td> <td>28%</td> </tr> <tr> <td>Neither agree not disagree</td> <td>24%</td> </tr> <tr> <td>Disagree</td> <td>12%</td> </tr> <tr> <td>Strongly disagree</td> <td>17%</td> </tr> </tbody> </table> <p>We know the number of people currently in receipt of brokerage services and the providers who currently offer a brokerage service.</p>		Response	Percentage	Strongly Agree	17%	Agree	28%	Neither agree not disagree	24%	Disagree	12%	Strongly disagree
Response	Percentage												
Strongly Agree	17%												
Agree	28%												
Neither agree not disagree	24%												
Disagree	12%												
Strongly disagree	17%												
3d	<b>What don't you know?</b>												
	<p>We don't know how many of those who responded to the consultation currently utilise the brokerage service to manage a direct payment. We do not know the reasons why people disagreed with the proposal.</p> <p>We don't know what impact the proposed changes will have on the provider market and the sustainability of this.</p> <p>It is not known at this time how many people will require brokerage support moving forward and which providers will be able to provide this support following completion of the tender exercise.</p>												
3e	<b>What might the potential impact on individuals or groups be?</b>												
	Generic (impact across all groups)												
	Disabled people	As those in receipt of a DP will have eligible needs this proposal will have a direct impact on this group. The way in which a person's DP is managed may change but support offered will be consistent and will be managed through a framework approach.											



	Particular ethnic groups	No impact
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	Whilst our approach does not positively or negatively impact either of these groups disproportionately it should be noted that in general, across health and social care, there are significantly higher levels of women receiving care and support than men. This is linked to demographics reflecting that generally women live longer than men and in turn need a high level of social care support. In turn this may mean that a greater number of women are affected.
	People of particular sexual orientation/s	No impact
	People in a Marriage or Civic Partnership	No impact
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	No impact
	People on low incomes	The framework for brokers will include the payment of client contributions which those on a low income may find more difficult to manage, through the provision of regular statements and account information this should be easier to monitor and manage.
	People in particular age groups	Further analysis is required to fully understand the impact on specific age groups.
	Groups with particular faiths and beliefs	No impact
	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> )	Vulnerable residents may be negatively impacted if brokerage support is not available to them.

## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Change in the way a person's DP is managed.	Any changes will be fully planned and communicated to those involved
	<b>Impact 2</b>	<b>Proposal</b>
	Collection of a person's contribution towards the cost of their services.	Further support will be available through the brokerage framework making it easier for people

		on low incomes to manage their direct payment account.
	<b>Impact 3</b>	<b>Proposal</b>
	Brokerage support may not be available to vulnerable residents	Brokerage support will still be available and decisions to provide this will be made on a case by case basis, ensuring that support continues to be provided where required.

<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	As a result of completing the EIA further work will be undertaken to fully understand the breakdown of brokerage services currently in place to ensure that the impact of any changes to support are fully assessed. This will allow a phased approach to the review of brokerage services to be undertaken focussing initially on more straightforward packages of care and allowing time for more complex cases to be fully reviewed.
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	Data on the provision of brokerage services will be maintained throughout the programme ensuring that full records are kept of the cases where alternative arrangements are put in place for the management of a person's direct payment and cases where brokerage support is to be continued. Decisions made on individual cases will be recorded on Mosaic.

**Conclusion**

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

Completion of the EIA has identified that there is potential impact on disabled and vulnerable people in that the provision of support to manage their direct payment may change. Any negative impact is likely to be minimal and over all the programme should have a positive impact on the provision of brokerage services.

The implementation of a phased and planned programme of review will ensure that support will continue to be provided where required and that people are kept informed of any planned changes. Decisions will be made on a case by case basis ensuring that those requiring continuing brokerage support to manage their direct payment will receive it.

The impact of the programme will be fully monitored, and records will be maintained throughout.

## Stage 5: Signature

Role	Name	Date
Lead Officer	Karen Maders	12/02/2021
Approver Signatures	Kirsty Littlewood	15/02/2021
	Jonathan Downs	15/02/2021

EIA Review Date:	TBC
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<b>Reference :</b>	<b>CSA-BR1-429</b>
<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Helen Ramsden</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>KeyRing</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The proposal is to reduce an existing commissioned service which is an essential part of our prevention agenda. These reductions are likely to impact on other parts of the council e.g. housing. The proposal is to remove spend from an element of the commissioned budget for the KeyRing service - by reducing the number of spaces for non-Care Act eligible individuals within the service. The proposed reduction is £70k: £50k in 2021/22 and £20k in 2022/23. This would be an ongoing reduction. To clarify, the budget in 2023/24 would be £70k less, a total of £177k pa. The service provided by Keyring in Oldham is funded via two elements:</p> <ul style="list-style-type: none"> <li>• a fixed, block funded element of £247,000 p.a. is paid from the commissioning budget to ensure that 130 spaces are available, and funds the time-limited Intensive Service consisting of 38 places, plus 36 of the 92 Network spaces.</li> <li>• a second element paid via Individual Budget's (community care budget) - therefore not a guaranteed/set amount of income for Keyring - funds the remaining 56 Network spaces. This element is not 'capped' so KeyRing can provide more spaces if additional staff time can be deployed.</li> </ul> <p>The total cost of the service in 2019/20 was £473,250. A saving of £70k represents circa 28% reduction from the commissioned budget of £247k.</p> <p>This proposal has dependencies with other Adult Social Care savings proposals: 'Person centred care and strength-based trajectories for reducing demand' and 'Direct Payments', as KeyRing also supports approximately 40 individuals with 1:1 support (separate provision from the commissioned service in question) and these proposals could also impact on the organisations service delivery in Oldham. In 2019/20 this direct payment provision cost £290,968.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	247
Income	(0)
<b>Total</b>	<b>247</b>

<b>Current Forecast (under) / overspend</b>	<b>0</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(50)</b>	<b>(20)</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None identified.
<b>Service Delivery</b>
There would be a reduction in the number of (non-Care Act eligible) people who can be supported by the service, but the extent is difficult to estimate until consultation with the service provider (KeyRing) has taken place.
<b>Future expected outcomes</b>
Reduction in ASC commissioning budget.
<b>Organisation</b>
See Detail and Objectives.
<b>Workforce</b>
There is likely to be a significant impact on the KeyRing workforce – with potential redundancies of (mainly) Oldham residents. The impact is difficult to estimate until consultation with KeyRing has taken place.
<b>Communities and Service Users</b>
Service users, and potentially communities, will be impacted by the proposed changes and a full EIA will be completed to fully understand and consider the potential impact. The total number of people receiving support in 2019/20 was 236, living across Oldham. 66% of these were women, and 87% had a disability.
<b>Oldham Cares</b>
The total number of people who received support in 2019/20 was 236, living in every cluster across Oldham.
<b>Other Partner Organisations</b>
Housing Providers: Keyring service users live across Oldham in a range of tenures.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
Housing providers and Health provision.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
See additional information.	
<b>Other (if yes please specify below)</b>	No
N/a	

## Benefits to the organisation/staff/customers including performance improvements

Savings to the ASC Commissioned budget.  
Clarity on the service being focused on individuals with Care Act eligible needs.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Having the required resources in place to deliver the decommissioning/reduction of the non - care act eligible element of the service.	Time and resource to enable the change in commissioned service, savings are prioritised within the ASC Commissioning team workplan.
That the impact of removing the support from service users results in crises for the individuals and to costs elsewhere in the system.	Understanding of the needs of people currently receiving support with keyring, via the EIA process. To then focus social work resource where it is required as a priority.
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
Decommission the non-care act eligible element of the service, consultation with stakeholders including; Provider/its staff; Service users; Referral agencies; Housing providers.	September 2021 following consideration of contractual timeframes.
To understand/ consider, provider redundancy implications; the impact of removing funding for the provider (i.e. financial sustainability for their service /related service provision); the impact of removing the support on individuals and on wider partners.	September 2021 following consideration of contractual timeframes.
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	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	not applicable	not applicable

### Equality Impact Screening

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

Disabled people	Yes
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	Yes
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	Yes
People in particular age groups	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
This proposal will achieve savings of £70k, £50k in 21/22 and £20k in 22/23. This will be achieved through a contract reduction and a reduction in service.

Signed RO	04-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

Details and Objectives (continued):

### The Organisation

KeyRing is a registered charity and has been operating nationally since 1990 and in Oldham since 2001. KeyRing pays the Living Wage and circa 90% of staff and volunteers live in Oldham.

### The service

KeyRing provides support to vulnerable adults in Oldham with a range of support needs, including people eligible for care and support under the Care Act, and to people who are not eligible under the Care Act, who would be at risk of crises / homelessness without the support.

Analysis of Keyring Members (service users) as at 06.08.20, shows that the service was supporting 140 people, of whom:

- 94 were Care Act eligible
- 46 were not Care Act eligible

The support enables people to live independently in their community: it is delivered flexibly and can be stepped up/down dependent on a person's needs. The service delivery model is based on fostering peer support within place-based 'Networks' and by taking a strength-based approach to support planning. The aim is to help people to achieve and maintain independent living through the development of skills and community links, and through assisting people to access universal services such as healthcare, education and employment.

The contract is for support to a minimum of 130 people across Oldham via 12 'Living Support Networks'. Some people cease to need support in any given year, therefore the total number of people who received support in 2019/20 was 236. Despite this, demand exceeds supply, and there is usually a waiting list for the service (44 people at 30/09/20, 8 assessed and 36 awaiting assessment).

Key features of the service model:

- Independent tenancies in the community: in a KeyRing Network, Members live within walking distance of each other and are encouraged to offer mutual support e.g. via 'skill swapping'. Living in independent tenancies means they don't need to move out of their home when they cease to need KeyRings support.
- Community focus: the organisational ethos is that KeyRing is not just 'in' the community but is part of it: there is therefore a strong focus on active community connections and on locally recruited support staff.
- Mutual and flexible support: there are usually a dozen people in each Network, who receive support from a Community Living Volunteer (CLV). The CLV also lives within the Network area, sometimes in housing bought by/provided by KeyRing, to offer flexible, (including out of hours) support. They also facilitate peer support and help Network Members to build links within the community: their availability and local connections helps in identifying issues early and prevent problems from escalating.
- Additional staff provide intensive casework support and manage additional volunteers.

There are 2 'tiers' in the commissioned service:

- Intensive: short term (up to 12 months): 38 spaces
- Networks: flexible service, longer term: 92 spaces

### Outcomes

The service has been very successful in achieving expected outcomes. In 2019/20:

- 99% of service users maintained their tenancies, and 27 'homelessness preventions' were achieved
- 11 people were supported to move out of social care eligibility



### Additional Information (if required)

Stakeholders - other Council departments:

- Strategic Housing: the proposal is to reduce/remove provision for non-Care Act eligible people: this provision helps to prevent homelessness, and some service users are likely to be unable to maintain their tenancies and be owed a duty by the council under the Homelessness Reduction Act.
- Children's services, who refer to KeyRing where the adult(s) is struggling.
- MASH (Multi-agency Safeguarding Hub), who refer to KeyRing.

	<b>Reference:</b>	<b>CSA-BR1-429</b>
<b>Responsible Officer</b>	<b>Helen Ramsden</b>	
<b>Cabinet Member:</b>	<b>Cllr Chauhan</b>	
<b>Support Officer</b>	<b>Claire Hooley</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Integrated Commissioning</b>
<b>Budget Reduction Title:</b>	<b>KeyRing</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	<p>The proposal is to reduce an existing commissioned service which is an essential part of our prevention agenda. The proposal is to remove spend from an element of the commissioned budget for the KeyRing service - by reducing the number of spaces for non-Care Act eligible individuals within the service.</p> <p>The proposed reduction is £70k: £50k in 2021/22 and £20k in 2022/23. This would be an ongoing reduction. This EIA describes:</p> <ul style="list-style-type: none"> <li>• the service</li> <li>• the likely impact of progressing the savings option</li> </ul> <p><b>The Service model</b> KeyRing is a registered charity and has been operating nationally since 1990 and in Oldham since 2001. KeyRing provides support to vulnerable adults with a range of support needs, including people eligible for care and support under the Care Act, and to people who would be at risk of crises/homelessness without their support. The support enables people to live independently in their community.</p> <p>The contract is for support to a minimum of 130 people across Oldham via 12 'Living Support Networks'. Some people cease to need support in any given year, therefore the total number of people who received support in 2019/20 was 236. Despite this, demand exceeds supply, and there is usually a waiting list for the service; 44 people at 30/09/20, 8 assessed and 36 awaiting assessment.</p> <p>The contract is funded via two elements:</p> <ul style="list-style-type: none"> <li>○ a fixed, block funded element of £247,000 p.a. which guarantees that 130 spaces will always be available, and funds the time-limited Intensive Service consisting of 38 places, plus 36 of the 92 Network spaces.</li> <li>○ a second element paid via Individual Budget's - therefore not a guaranteed/set amount of income for Keyring - funds the remaining 56 Network spaces and costs £163,072 p.a. (community care budget) if all spaces are full. However, this element is not capped so KeyRing can provide more spaces if additional staff time can be deployed.</li> </ul> <p>Nationally, KeyRing developed a unique service delivery model to support vulnerable individuals to access and to sustain independent tenancies in the community, based on fostering peer support within community-based 'Networks' and taking a strength-based approach to support planning. KeyRing were an early adopter of this asset-based approach. Locally, the service was collaboratively re-designed in March 2013 to provide a 2-tier model of support, by introducing a time-limited 'intensive support' element alongside the longer-term offer. This enables the service to work across a spectrum of support needs and people can 'step-down' support levels.</p>

	<p><b>The unique features of this service model are:</b></p> <ul style="list-style-type: none"> <li>• Independent tenancies in the community: in a KeyRing Network, Members live within walking distance of each other and are encouraged to offer mutual support e.g. via ‘skill swapping’. Living in independent tenancies means they don’t need to move out of their home when they cease to need KeyRings support</li> <li>• Community focus: the organisational ethos is that KeyRing is not just ‘in’ the community but is part of it: there is therefore a strong focus on active community connections and on locally recruited support staff</li> <li>• Mutual and flexible support: there are usually a dozen people in each Network, who receive support from a Community Living Volunteer (CLV). The CLV also lives within the Network area, sometimes in housing bought by/provided by KeyRing, to offer flexible, (including out of hours) support. They also facilitate peer support, and help Network Members to build links within the community: their available and local connections helps in identifying issues early and prevent problems from escalating</li> <li>• Additional staff provide intensive casework support and manage additional volunteers</li> <li>• A tiered model of support was developed in 2012/13 to meet Oldham’s specific needs: this enabled KeyRing to work across the spectrum of need, from prevention to crisis intervention, to help people to access and retain tenancies in their communities.</li> </ul> <p><b>Dependencies:</b> there are other impacts, eg other service provision that would be impacted by ceasing / reducing KeyRing provision. These are described in section 2.</p>
<p><b>1b</b></p>	<p><b>What is the project, policy or proposal?</b></p> <p>To reduce an existing commissioned service which is an essential part of our prevention agenda. The proposal is to remove spend from an element of the commissioned budget for the KeyRing service - by reducing the number of spaces for non-Care Act eligible individuals within the service. The proposed reduction is £70k: £50k in 2021/22 and £20k in 2022/23. This would be an ongoing reduction.</p> <p>Keyring have been consulted about the savings proposals in order to inform the potential impact on the service, the organisation and the borough. Further ‘across the board’ reductions were not deemed a viable option in terms of safe/effective service delivery and provider sustainability, given:</p> <ul style="list-style-type: none"> <li>o previous reductions to the contract have already been made</li> <li>o no inflation has been awarded since 2013: this represents a further 18.07% reduction based on Governments average inflation figure for the past 6 years.</li> <li>o the service is already efficient/lean – nationally its corporate (operational) overheads are 14% (and are 10% in Oldham).</li> </ul> <p><b>Proposed actions to achieve the reduction are outlined below:</b></p> <p><b>A/ Reduction in number of people accessing preventative support</b>  To make £50,000 savings in 2021/22 and £20,000 savings in 2022/23, KeyRing would need to reduce the block places by 24 over two years, from 74 to 50:</p> <ul style="list-style-type: none"> <li>• In 2021/22 – 17 less places</li> <li>• In 2022/23 – 24 less places</li> </ul> <p>As KeyRing have a high rate of move on / throughput, the number of people affected / not able to access support would be higher than 24. Based on 2019/20 figures over the 2 years:</p> <ul style="list-style-type: none"> <li>• there would be 97 less people able to access KeyRing support.</li> </ul> <p><b>B/ Closure of a Community Living Network (Place Based Support)</b>  To accommodate the reduction of 24 places, KeyRing could need to close 1 Community Living Network. This would also impact on one Community Living Volunteer, and as KeyRing provide their accommodation as part of their role, that particular housing provision would no longer be available to the volunteer.  The impacts of this are explored in more detail in sections below.</p>
<p><b>1c</b></p>	<p><b>What are the main aims of the project, policy or proposal?</b></p> <p>To achieve savings to the ASC Commissioned budget by removing spend from an element of the commissioned budget for the KeyRing service - by reducing the number of spaces for non-Care Act eligible individuals within the service.</p>

<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	<p>vulnerable people within Oldham would be affected. Likely detrimental effects are that:</p> <ul style="list-style-type: none"> <li>Some of the 130+ vulnerable people (the service supported 236 people in 2019/20) would lose the support they need to access and maintain independent accommodation. This is estimated to be 97 fewer people able to access KeyRing support.</li> <li>There could be an increase in numbers of safeguarding cases in the community, e.g. hate crime, financial abuse etc. as KeyRing intervenes early in these instances and liaises closely with the Council and other services to ensure that people are kept as safe as possible</li> <li>Unmet need is likely to put additional demand pressures on other services such as ROH, Mental Health services etc. Service users who are on the edge of eligibility for care and support under the Care Act may become eligible: some others are likely to be unable to maintain their tenancies and be owed a duty of accommodation under the Homelessness Reduction Act, putting additional resource pressures on the council's statutory services.</li> </ul>				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People in a Marriage or Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	People with mental health problems	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People with a learning disability or physical disability/health problems	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

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

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

<b>1h</b>	<b>How have you come to this decision?</b>	
	<p>The proposal would result in removal/reduction of provision for non-care act eligible people. If the council is unable to identify/fund other support in order to mitigate the impact, there would be significant negative effects on the groups identified. In addition, it is likely that some of Keyrings staff will be at risk of redundancy given that some places would be lost from the block funded provision (by 24 places over two years, from 74 to</p>	

50). It is estimated that circa 80 staffing hours per week could be lost (includes direct support hours and a small amount of management hours). This equates to 2 FTE, however, as several staff are on part time contracts, this could equate to 3-4 redundancies depending on the mix of actions taken by the Provider to manage the proposed reduction.

## Stage 2: What do you know?

### What do you know already?

#### The Service

- Promotes independence and saves money for the LA: e.g. 11 people were supported to move out of social care eligibility in 2019/20
- Prevents escalation into statutory services: 100% of service users maintained their tenancies – including 27 people at significant risk of homelessness - in 2019/20
- Is strengths-based and outcome-focused: supporting the borough's corporate approach by its ethos of social inclusion and peer support amongst service users (referred to as Members by KeyRing)
- Reduces the likelihood of crisis: when incidents (e.g. of suspected abuse) occur, Keyring supports people to report these and liaises with the Council and other agencies which can prevent or lessen the need for Adult Social Care involvement.

The service is asset-based and outcome-focused: this is evidenced by the submission of outcomes data as part of contract monitoring. The service uses the Outcomes Star to record and evidence outcomes for its members. The support has a positive impact on people's lives by helping them to address a variety of issues affecting their lives, to live with increased safety and independence, and to contribute positively to the wider community.

Feedback from care managers/other stakeholder agencies is very positive. Key stakeholders (eg social workers, health workers) were surveyed in 2018 and felt that Keyring's interventions with their clients had reduced the demands on their time and prevented the escalation of issues which may have led to using higher cost services. Stakeholders said their client's non-involvement with Keyring would affect their circumstances negatively in the following domains, by importance/impact: Housing, Independence/social isolation, Finances, Mental Health, Risk issues, Physical Health, Training and Employment. Stakeholder comments included: 'further risk of safeguarding concerns, financial abuse, drug use and homelessness and would have needed additional services in place and more input from social workers. 'With Keyring has improved quality of life and without them would have presented more often at A&E'.

Feedback from members (service users) is also very positive and satisfaction is usually in the high 90%.

The service has a positive impact on people who are at risk of social exclusion; particularly those with issues relating to disability, mental health, older people (over 50) and people on low incomes.

#### DATA re demographic/support needs 2019/20:

Information is completed for all new service users to give a picture of key characteristics of those supported. (Data is submitted by the service provider and a margin of error is likely).

#### Admissions

There were 80 admissions to the service in 2019/20

- The gender split was 66/34% female/male.
- 8% were under 25 and 30% were over 50.
- 91% were white British.
- 87% had a disability.

#### Support Needs

Data giving a 'primary client group' – i.e. main support need - of new service users shows that there are three main support needs:

- 65% have mental health problems
- 27% have a learning disability
- 4% have support needs linked to physical ill health or physical disabilities

#### Other dependencies:

#### The Ancora project:

- the links KeyRing have developed locally enabled them to lead a successful multi-agency bid to the Big Lottery Fund to provide the Ancora Project - to support people in crises from falling into further hardship. This brings £470k (plus £50k matched funding from KeyRing) into the borough over five years (01/08/16 - 31/07/21) and complements the commissioned KeyRing service offer so that more expensive interventions are delayed/prevented.
- Ancora supported 1647 individuals over the last 3 years, supporting people in crisis to deal with issues around benefits (mostly Universal Credit), debt issues, food & fuel poverty, homelessness, poor mental health, etc.

**Social Value & community benefit:**

KeyRing supports its staff, volunteers and service users by its ethical employment practices and supports the borough's corporate approach / the wider community, for example,

- Staff: 89% of staff and volunteers live in Oldham
- pays the Foundation Living Wage
- supports its Members to access training, volunteering and employment opportunities.
- encourages service users to provide feedback of their lived experience, for example, inputting into the Learning Disability Plan, GM's Big Alcohol Conversation, Healthwatch consultations with Members who have a Learning Disability around better health support
- facilitates 3 KeyRing community hubs within the Networks which are open to the wider community

**What don't you know?**

Data collated by the service does not currently include information on gender reassignment. Information on religion is not as reliable as the other indicators, as there are more instances where data is incomplete /unknown /refused. The data for the above period showed 31% were Christian, 64% said 'none' or 'not known' and 5% were Muslim.

**Further Data Collection**

N/A: see above

**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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People of particular sexual orientation/s	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People in a Marriage or Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	People with mental health problems	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

	People with a learning disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People with physical health problems	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Homeless people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

<b>3a</b>	<b>Who have you consulted with?</b>	
	Consultation by council officers with KeyRing Members (service users) about proposed savings has not taken place due to timescales. Consultation with current service users about the proposals will be conducted by the provider.	
<b>3b</b>	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	<p>Consultation by council officers with service users about potential savings has not taken place due to timescales. This will be undertaken by the provider.</p> <p>Feedback from stakeholders (eg strategic housing) and service users about the quality and effectiveness of the service has previously been provided and was very positive.</p>	
<b>3c</b>	<b>What do you know?</b>	
	The impact of losing this element of the service would be considerable. The support needs of those impacted if the service was reduced/no longer provided would have to be fully considered and planned for. This is likely to have a significant impact on Council and other services, both for current service users and with regards to the effects of unmet need in future years.	
<b>3d</b>	<b>What don't you know?</b>	
	As reflected at Stage 2, and what the medium/long term outcomes will be on individuals/their communities if funding reduces and provision is lost. Also, how landlords will react to the reduction/removal of funding which supports independence of some of their tenants.	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	The impact across all groups using the service would be considerable as currently there seems to be no other service to meet their needs
	Disabled people	<p>Given the high percentage of people with a disability who enter the service (87%) the effects of reducing / withdrawing the service would have a disproportionate effect on disabled people, as</p> <ul style="list-style-type: none"> <li>• 27%. had a learning disability</li> <li>• 4% had a physical disability</li> </ul> <p>(plus 65% had a mental health / hidden disability)</p>
	Particular ethnic groups	
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	Given the high percentage of women who enter the service the effects of reducing/withdrawing the service would have a disproportionate effect on women.
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	As most people accessing the service are on low incomes the reduction/withdrawal of the service would

		have a disproportionate effect on people on low incomes.
	People in particular age groups	As 30% of people who access the service are over 50, the effects of reducing/withdrawing the service would have a disproportionate effect on older people.
	Groups with particular faiths and beliefs	
	People with mental health problems	Given the very high percentage of people with mental health problems (65%) who access the service, the effects of reducing/withdrawing the service would have a disproportionate effect on people with mental health problems.

## Stage 4: Reducing / Mitigating the Impact

<b>4a</b>	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Vulnerable service users with disabilities will experience a loss of support	If the service is reduced/ceases, other council (and partner) services would need to be sufficiently prepared / resourced to deal with additional demand. Older people, people on low incomes, people with a learning or physical disability or a mental health problem could present in crisis to statutory agencies, including Adult Social Care and the councils Housing Options service.
	<b>Impact 2</b>	<b>Proposal</b>
	Vulnerable service users with mental health problems will experience a loss of support	As above
	<b>Impact 3</b>	<b>Proposal</b>
	Vulnerable service users on low income will experience a loss of support	As above
	<b>Impact 4</b>	<b>Proposal</b>
	Older vulnerable service users will experience a loss of support including those at risk of homelessness	As above
<b>Impact 5</b>	<b>Proposal</b>	
People with support needs linked to physical health will experience a loss of support	As above	

<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>	
	The EIA highlights the potential adverse impacts from applying further savings to the provision.	
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
	If the service ceases/reduces, council officers would need to monitor the impact of the decision including the potential negative consequences for individuals, and in some cases for the wider community, as a result of unmet support needs.	



**Conclusion**

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

If the service ceases/reduces, Council and partner services would need to be sufficiently prepared / resourced to deal with the likely additional demand from people who could present in crisis to statutory agencies, including Adult Social Care, health and the councils Housing Options Service.

The impact is particularly on women, older people, people on low incomes, people with a learning disability or mental health problem and people with support needs linked to drug/alcohol misuse.

## Stage 5: Signature

Role	Name	Date
Lead Officer	Lynda Megram	November 2020
Approver Signatures	Helen Ramsden	November 2020

EIA Review Date:	TBC
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Responsible Officer :	<b>Mark Warren</b>
Cabinet Member :	<b>Cllr Z Chauhan</b>
Support Officer :	<b>Jayne Ratcliffe</b>

## BR1 - Section A

Service Area :	<b>Adult Social Care Support</b>
Budget Reduction Title :	<b>Achieving Better Outcomes: Supported Living &amp; Learning Disabilities</b>

### Budget Reduction Proposal - Detail and Objectives :

Oldham's Learning Disability & Autism Strategies hold positive outcomes and an ability for the person to live their best life at the centre of its purpose and intentions. The programme of work that will realise the savings will enable the different service areas across the health and social care system, and the organisations therein, to further improve the outcomes, opportunities and choices for adults with learning disability and/or autism living in Oldham.

The Learning Disability Service are currently trying to effectively manage the current financial pressures in relation to the care costs, both in terms of client numbers and to a greater extent the complexity of care. The Transforming Care Programme continues to present considerable financial challenge and in the absence of adequate patient funding when discharged to the community, will persist to burden the Oldham Cares economy.

The Direct Payment / Supported Living care markets are key areas that require review. Supported Living alone has seen costs triple in the last 5 years whilst client numbers have broadly remained unchanged.

The COVID-19 pandemic has stalled progress on Holly Bank admissions and will therefore defer any potential reductions in high cost care packages until later in the year. Optimistically, applying the admission criteria effectively will reduce expensive out of borough placements and provide better value for money for the Council and a better quality of life for residents. Conversely, this could have an unfavourable impact on budgetary resource if the service is utilised by people with a low to moderate level of care needs or if apartments remain vacant. Finance will carefully monitor the implications as the year unfolds. (Continued in additional information)

### 2020/21 Service Budget and Establishment

	<b>£000</b>
Employees	829
Other Operational Expenses	16,503
Income	<b>(5,182)</b>
<b>Total</b>	<b>12,150</b>

### Current Forecast (under) / overspend

2,410

### Number of posts (Full time equivalent)

20.00

	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Proposed Budget Reduction (£000)	<b>(288)</b>	<b>(500)</b>	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

Ongoing

## Section B

What impact does the proposal have on the following? :

<b>Property</b>
See additional information.
<b>Service Delivery</b>
See additional information.
<b>Future expected outcomes</b>
See additional information.
<b>Organisation</b>
See additional information.
<b>Workforce</b>
See additional information.
<b>Communities and Service Users</b>
Reliance on redesign of Early Help & Adults Preventative Model to ensure early intervention, reducing longer-term reliance on statutory services. Reliance on an improved approach to co-production and co-design service activity, that directly affects the care/ support to service users, their carers & families.
<b>Oldham Cares</b>
This proposal is in line with the Oldham LD strategy and workstream for COVID-19 recovery. It aligns to the GM LD & Autism Strategy. It contributes to the overall aims of the Locality Plan. It aligns with the ASC Commissioning and Quality work programme.
<b>Other Partner Organisations</b>
Noted above in the organisation section, due to the integrated nature of the commissioning and provision of the service.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	Yes
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
See 'impact on organisation' section.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
See 'impact on organisation' section.	
<b>Other (if yes please specify below)</b>	Yes
PCFT/Oldham Council. LD Partnership Board. Autism Way Forward (partnership board).	

## Benefits to the organisation/staff/customers including performance improvements

See additional information.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Projected £3.2m overspend and the impact of delivering this on top of the savings identified.	Project Brief and plan produced to direct the approach to delivering staggered improvements to outcomes and savings, over the MTFs period.
Capacity of workforce to engage in the co-design of the service and embed, whilst prioritising and balancing statutory services for vulnerable/complex adults.	See additional information.
There's a reliance on the redesign of the Early Help and Adults Preventative Model to ensure early intervention, reducing longer-term reliance on statutory services. The Adult preventative offer has not yet been defined.	Member of LD & Autism service to join the groups who are leading on the redesign of both services, to ensure redesigned services will be suitable to meet lower level needs of vulnerable adults.

### Key Development and Delivery Milestones:

Milestone	Timeline
Agreed customer data set, understanding current budget and existing/ potential funding options, detailed analysis of past/ current customer base, with option to model future demand based on trend history, detailed current provider market mapping.	30/10/20
Detailed mapping and modelling of current availability / capacity (using approach as defined by proof of concept in CHASC Capacity and Demand Project), Detailed mapping of current workforce, pathways, systems, processes including panels.	15/11/20
Customer defined requirements. Define options for redesigned service. Create findings/ recommendations report, confirm financial position/ benefits re preferred option, amended implementation plan to reflect this option.	31/11/20 15/12/20 (within financial envelope) 30/12/20
Workforce / OD plan Performance/financial management framework Implement preferred option Year 1 & 2 benefits/ savings realisation Project closure, lessons, evaluation & benefits.	15/01/21 31/01/21 TBC 31/03/22, 31/03/23 31/05/23

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
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)	Yes
People who are married or in a civil partnership	Yes
People of particular sexual orientation	Yes
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	Yes
People on low incomes	Yes
People in particular age groups	Yes
Groups with particular faiths and beliefs	Yes

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

Finance Comments
In view of a current anticipated overspend it is an ambitious target. It is nonetheless achievable following the key development and delivery milestones, consultation and mitigation of risks outlined in this BR1.

Signed RO	15-Dec-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

Detail / objectives (continued):

The Achieving Better Outcomes project has the following objectives:

To understand the demand requirements for LD services and how this has changed over time  
To understand how the provider market needs to be shaped to meet the existing and forecasted/modelled demand, including timely transitions between adults and children's services  
To identify and understand areas of increased costs not attributed to increase numbers/demand  
Ensure care and support for individuals in the LD & autism service is outcomes-focussed, place-based and uses strengths-based approaches to determine the care and support plan (whilst remaining Care Act compliant)  
Deliver services within the financial envelope for the service(s)  
A suitable provider market to meet the needs of existing and forecasted service users/individuals  
The Workforce has the skills, systems and processes to ensure delivery of an efficient and effective service/s  
That decisions are based on accurate and appropriate performance and financial management information  
By default, a shared development between commissioners, providers and partners in Oldham  
Develop a local strategy, dovetailed with GM LD & Autism Strategies

Property impact:

None anticipated to Council-owned property.  
Supported Living will be reviewed as part of the proposal. Appropriate levels of care / support will be at the outset of all service design and will drive all changes/decisions.  
Possibility that some existing providers could be de-commissioned as a result of this proposal following the supported living accommodation review.  
We anticipate that there may be some complaints from existing service users when we propose changing their existing support plan.

Service delivery impact:

Realignment of the service to ensure service user needs and outcomes are met to improve relationships (e.g. with PCNs/integrated networked neighbourhoods) and interdisciplinary approaches to finding appropriate solutions for complex individuals, outcomes for service users, efficiencies in processes etc.  
Challenge existing cultures and processes for commissioning care and support for individuals, ensuring a strengths-based and person-centred approach.  
There is a need to consider other commissioned services which fall outside the scope of this proposal, but forms part of the overall savings programmes, such as proposals on Keyring and Direct Payments.  
The development of a policy for services provided in borough, as opposed to high cost out of borough placements (linked to market shaping).  
Further understanding is required with regards to learning difficulties as opposed to learning disabilities and how supporting the former can be managed efficiently and effectively, to help manage demand.  
Consider a review of the current Agreements in place with supported living housing providers, to include revising the terms and conditions of voids payments.  
Taking a whole system approach to supporting people with learning disability and autism and Care Act eligible needs.  
Proactive and engaged transition from Children's to Adults services (linked to SEND preparation to adulthood).  
Achieve better outcomes for adults whilst ensuring quality and value for money and delivers Care Act needs (as opposed to wants) of the population.  
Seek opportunities to maximise opportunities for seeking employment for LD service users.  
Deliver service within existing, and in the future, revised financial envelope

## Additional Information (if required)

### Organisational impact:

Community enablement for consideration of rehabilitation at home to understand levels of capabilities (will require input from Therapy Services, CHASC/SRFT).

Early Help – redesign of the service provides opportunities to ensure that it is appropriate for those lower-level requirements which often are referred into LD.

Adults Preventative Model

Children's Services in terms of Transitions (linked to SEND)

Community Business Services who provide business support, Carer, Client Finance and Income and Payments, systems compliance and design – delivered by CHASC across all organisations

Providers/the market – reliant on the market having the capacity and provision to be able to meet the needs of Oldham's population, to reduce the number of out of borough placement and improve those in borough which are not cost effective and/or of the required standard

Commissioning: ASC and CCG

PCFT

Holly Bank, as an existing supported living property, and is Oldham Council owned and MioCare delivered

Primary Care – linked to the role of PCNs and place-based integration clusters/neighbourhoods and geographical alignment

Housing – improving access to flexible housing fund and maximising opportunities to utilise this fund to support delivery and achieve outcomes such as improved accommodation options

Housing strategy - to support bringing more people back in borough and to ensure stock is suitable to meet future demand for our changing population (linked to the above)

Legal framework - for shared risks across organisations on the risk on restrictions of liberty deprivation requirements, predominantly across Oldham Council and MioCare

Involvement and advice from Legal - to support the service to take positive and appropriate risks

Enablers to provide capacity corporately to support – Mosaic Systems Team, BI, Finance, IG, T&R

Development of the integrated CHASC performance dashboard

Get Oldham Working and other employment providers to support on maximising employment opportunities

### Workforce impact:

Dependence on continuing agreement with PCFT to realign to new ways of working, including embedding culture of strengths-based within the teams.

Risk of impact on existing workforce when designing and implementing the required changes, to engage with this change whilst meeting the current demand, which is increasing.

Safeguarding must remain the number one priority

Interdependency with delivery and embedding of strengths-based approaches, being delivered through the Workforce Strategy/transformation programme.

The review of the Supported Living commissioned service is reliant on social workers undertaking the reviews.

### Organisational benefits:

Delivering a balanced budget in LD services, within ASC (current overspend at £3.2m)

Savings realised to contribute to the organisations budget reduction requirements (£788k)

Improved outcomes for individuals

Appropriate referrals into statutory services, by ensuring customer journeys are designed to refer people into universal/low-level intervention, reducing referrals into LD

Care delivered closer to home, by reducing the number of people in out of borough placements

Initial dis-benefit to individuals whose care and support will change, but in the longer term they will be more satisfied overall as the longer-term benefits of the revised plan delivers their needs, based on it being more person-centred

More individuals with LD & Autism in paid employment.

## Additional Information (if required)

### Risk 2 mitigation:

Vacancies in the service are being recruited to, but timelines to do so are restricted within the current process for delaying recruitment to support savings agenda. This is having an impact on the existing workforce who are having to manage those gaps, increasing workloads. Demand is being modelled as part of this project to support a realigned workforce, to deliver the model. Performance management of workforce is actively being managed (e.g. sick leave process). Above are being fed into a service-wide risk assessment – stabilise service

### Risk 4:

There's a reliance on strengths-based approaches, and positive risk taking. Staff have received some training in this area and further consideration is needed on how to embed this into the culture and processes of the service.

### Risk 4 mitigation:

Some training was delivered in early November 2020 and more will take place in 2021, with a priority being given to CHASC workforce.



	<b>Reference:</b>	<b>CSA-BR1-430</b>
<b>Responsible Officer</b>	<b>Jayne Ratcliffe</b>	
<b>Cabinet Member:</b>	<b>Cllr Chauhan</b>	
<b>Support Officer</b>	<b>Sarah E Bell/Debra Ward</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Adult Social Care (CHASC)</b>
<b>Budget Reduction Title:</b>	<b>Achieving Better Outcomes: Supported Housing and Learning Disabilities</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	Adults with Learning Disability &/or Autism Service
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	<p>Oldham’s Learning Disability &amp; Autism Strategies hold positive outcomes and an ability for the person to live their Best Life at the centre of its purpose and intentions. The programme of work that will realise the savings will enable the different service areas across the health and social care system, and the organisations therein, to improve the outcomes, opportunities and choices for adults with learning disability and/or autism living in Oldham.</p> <p>Learning Disability is forecasting an overspend of £3m at month 4 20/21 related entirely to increases in care costs, both in terms of client numbers and to a greater extent the complexity of care. The Transforming Care Programme continues to present considerable financial challenge and in the absence of adequate patient funding when discharged to the community, will persist to burden the Oldham Cares economy. The cost to provide care for people already discharged back into Oldham is almost £1m for 2020/21 and could potentially double if the prospective number of patients currently awaiting discharge materialises.</p> <p>The Direct Payment and Supported Living care markets are key areas that require review. Supported Living alone has seen costs triple over the last 5 years where client numbers have broadly remained unchanged. The service is working with finance and other partners to look at ways of optimising the care provision available to ensure needs, quality and value are considered in proportionate measure.</p> <p>The COVID-19 pandemic has stalled progress on Holly Bank admissions and will therefore defer any potential reductions in high cost care packages until later in the year. Optimistically, applying the admission criteria effectively will reduce expensive out of borough placements and provide better value for money for the Council and a better quality of life for residents. Conversely, this could have an unfavourable impact on budgetary resource if the service is utilised by people with a low to moderate level of care needs or if apartments remain vacant. Finance will carefully monitor the implications as the year unfolds.</p> <p>The Achieving Better Outcomes project has the following objectives:</p> <ul style="list-style-type: none"> <li>• To understand the demand requirements for LD services and how this has changed over time (to understand why the costs have risen when the demand appears to be similar)</li> <li>• To understand how the market needs to be shaped to meet the existing and forecasted/modelled demand, including timely transitions</li> <li>• To identify and understand areas of increased costs not attributed to increase numbers/demand</li> <li>• Ensure that care and support for individuals in the LD &amp; autism service is outcomes-focussed, place-based and uses strengths-based approaches to determine the care and support plan (whilst remaining Care Act compliant)</li> </ul>

	<ul style="list-style-type: none"> <li>• Deliver services within the financial envelope for the service(s)</li> <li>• A suitable provider market to meet the needs of existing and forecasted service users/individuals (including review of requirements/outcomes not being met through pausing of day services and restrictions relating to COVID-19 on amending current specification/contract)</li> <li>• The Workforce has the skills, systems and processes to ensure delivery of an efficient and effective service/s</li> <li>• That decisions are based on accurate and appropriate performance and financial management information</li> <li>• Review People too recommendations in light of the scope of the project</li> <li>• A shared development between commissioners, providers and partners in Oldham</li> <li>• Develop a local strategy, dovetailed with GM LD &amp; Autism Strategies</li> <li>• Achieve improved outcomes for people accessing LD &amp; Autism services</li> </ul>																																																		
<b>1c</b>	<p><b>What are the main aims of the project, policy or proposal?</b></p> <ul style="list-style-type: none"> <li>• Taking a holistic and whole system approach to supporting people with learning disability and autism Care Act needs. Therefore, we will be enabling everyone to work more closely together, breaking down organisational barriers, improving pathways, ensuring service users and families are listened to and supported to achieve improved person centred outcomes.</li> <li>• Proactive and engaged transition from Children's to Adults services (linked to SEND preparation to adulthood).</li> <li>• Achieve better outcomes for adults whilst ensuring quality and value for money and delivers Care Act needs (as opposed to wants) of the population.</li> <li>• Seek opportunities to maximise opportunities for seeking employment for LD service users.</li> </ul>																																																		
<b>1d</b>	<p><b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b></p> <p><b>Adults with Learning Disabilities &amp; Autism</b></p>																																																		
<b>1e</b>	<p><b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b></p> <table border="1"> <thead> <tr> <th></th> <th>None</th> <th>Positive</th> <th>Negative</th> <th>Not sure</th> </tr> </thead> <tbody> <tr> <td>Disabled people</td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Particular ethnic groups</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Men or women (includes impacts due to pregnancy / maternity)</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>People of particular sexual orientation/s</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>People in a Marriage or Civil Partnership</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>People on low incomes</td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>People in particular age groups</td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Groups with particular faiths or beliefs</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>		None	Positive	Negative	Not sure	Disabled people	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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"/>
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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 type="checkbox"/>	<input checked="" 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"/>																																															

	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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

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

1h	<b>How have you come to this decision?</b>

## Stage 2: What do you know?

<b>What do you know already?</b>
<ul style="list-style-type: none"> <li>No of LD service users: Annual LD service users 2019/20 = 976 (64301 LD Team finance code service users 835)</li> <li>No's in receipt of DP's and in supported living DPs: 484, Supported living 129</li> <li>No of out of borough placements: 32 OOB</li> <li>No of people already discharged back to Oldham as part of the Transforming Care Programme = 5</li> <li>Holly Bank: Current tenancies &amp; moved in = 8; Planned admissions in progress = 3. 9 voids: specific programme of work to identify and progress suitable tenants ongoing at present. Position statement for next DMT (aligns with accommodation panel process and wider review of supported living)</li> </ul>
<b>What don't you know?</b>
<ul style="list-style-type: none"> <li>Future No of Transforming Care patients and the financial impact of this- whilst we know there are 7 cases with future discharge plans, the financial impact of these is unknown at this point.</li> <li>How long the pandemic will continue to impact Holly Bank admissions</li> <li>How the provider market will look moving forward</li> <li>The impact on individuals from changes to assessment approach/service provision</li> </ul>
<b>Further Data Collection</b>
Data analysis ongoing within the Achieving Better Outcomes programme of work

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

1e	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input checked="" 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"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
Carers	<input type="checkbox"/>	<input checked="" 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?

<b>3a</b>	<b>Who have you consulted with?</b>
	System partners: Oldham Council, PCFT, CCG, SEND & Children's Social Care Learning Disability & Autism Partnership Boards – this includes service users, carers, OPAL advocacy service and elected members.
<b>3b</b>	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>
	Learning Disability Partnership Board (LDPB) – 24 <sup>th</sup> Sept 2020, meetings via Teams Autism Way Forward (AWF) Partnership Board – 8 <sup>th</sup> Oct 2020, meeting via Teams Achieving Better Outcomes Programme Board meeting 18 <sup>th</sup> Sept
<b>3c</b>	<b>What do you know?</b>
	Specific dataset being analysed via the project sub-groups, including cross reference of co-dependencies
<b>3d</b>	<b>What don't you know?</b>
	Possible further data resultant from the ongoing analysis  Impact of Covid pandemic and system recovery on the project's delivery in terms of: <ul style="list-style-type: none"> <li>➤ Impact on workforce and capacity to complete within timeframes</li> <li>➤ Impact on provider market</li> <li>➤ Impact on individuals: need, risks, families and carers</li> <li>➤ Impact of wider capacity in related Council services e.g. Legal and Housing*</li> <li>➤ Timeframes for Court processes and legislative framework requirements*</li> </ul> *business as usual/ demand pre-covid impact in addition.

<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	Improved outcomes, commissioning arrangements that support choice and control whilst being value for money.
	Disabled people	Improved outcomes, commissioning arrangements that support choice and control whilst being value for money- specific focus for adults with learning disabilities/ autism
	Particular ethnic groups	none
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	Bespoke commissioned services for single sex provisions dependent on specific needs and risks
	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	Improved value for money, choice and control/ better use of resources
	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> )	Carers- robust planning and support for replacement care services/ life stage planning	

## Stage 4: Reducing / Mitigating the Impact

<b>4a</b>	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Risk of increased complaints	To mitigate the impact, careful communication working in partnership and a co-produced approach to change and culture.  Clear listening culture
	<b>Impact 2</b>	<b>Proposal</b>
	<b>Impact 3</b>	<b>Proposal</b>

4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	Ensure concerted effort to include individuals in a meaningful way with project groups and activity.
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	Monitored via subgroups reporting to the project board. In turn the Board reports to Community Health And Social Care (CHASC) DMT

<p><b>Conclusion</b>  <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>
<p><b>In summary, the overall impact of this proposal will be positive in the majority, with mitigation included for any adverse impact.</b></p>

## Stage 5: Signature

Role	Name	Date
Lead Officer	Jayne Radcliffe	16/12/20
Approver Signatures	Jayne Radcliffe	16/12/20

EIA Review Date:	TBC
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<b>Reference :</b>	<b>CSA-BR1-431</b>
<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Jo Charlan</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Wellbeing Service</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>To cease the commissioning of day service at Grassroots, for people with learning disabilities &amp; autism. This service is provided by MioCare and forms part of the SLA for which a management fee is paid. The current services are dispersed between two sites, Grassroots, which provides services to 15 individuals and Chadderton Park which provides support to 23 individuals. It is proposed that individuals from Grassroots should attend the other services where there is capacity to support them.</p> <p>The service delivers activities at community locations offering individuals opportunities to move away from a traditional day care and experience working environments by providing opportunities to learn teamwork skills and learn about workplace cultures and behaviours, the service enables individuals to develop interpersonal and independence skills.</p> <p>The current facilities are well-presented and provide various activities to promote engagement. The therapeutic and emotional wellbeing benefits derived from this service are undeniable and can be regarded as a preventative measure to reduce longer term social care costs to the system however currently the service user numbers involved do not equate to a viable financial option with regards to keeping two sites open.</p> <p>For service users (and families) supported, the loss of this support network would have a huge detrimental effect upon those involved. Financially whilst the dis-establishment of the service would seemingly reduce the management fee it would be cost neutral and would also have little if any cost saving advantage to the council as alternative day support options are likely to be required to be sourced in most cases. Indeed, choosing this option could result in an increase cost to the council due to the need to access higher charging private facilities, and this is yet unknown.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	11,696
Income	(645)
<b>Total</b>	<b>11,051</b>

<b>Current Forecast (under) / overspend</b>	<b>79</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(70)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
No impact to property (e.g. no loss of rental income). Some impact will be expected in the short term following vacation of the site or prior to handover to a new provider. The space may become overgrown and subject to vandalism. Measures will need to be taken to keep the portacabin secure.
<b>Service Delivery</b>
See additional information.
<b>Future expected outcomes</b>
Potential for service users currently accessing the wellbeing services may require alternative provision therefore social work assessments will be required.
<b>Organisation</b>
Miocare Oldham Council
<b>Workforce</b>
No update provided
<b>Communities and Service Users</b>
See additional information.
<b>Oldham Cares</b>
This proposal contributes to the overall aims of the Locality Plan. It aligns with the ASC Commissioning and Quality work programme.
<b>Other Partner Organisations</b>
Should there be the opportunity to transfer the space for use by a different organisation from the third sector, they should be considered early in the process and supported to do so.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Adult Social Care – social work clusters and specialist teams.	
<b>Other (if yes please specify below)</b>	No
N/a	



## Benefits to the organisation/staff/customers including performance improvements

Proposal contributes to reducing Council budget reduction requirement.  
Aligned offer for day services for adults with additional needs.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Having the required resources in place to deliver the decommissioning of the wellbeing services.	Develop a clear plan deploying relevant resources, including required social work to undertake assessments.
Impact on client anxiety if changing service.	Undertake a period of transition into the new service, in accordance with the client review and needs.
When assessments have been undertaken, identifying a higher than anticipated number of individuals meeting care act eligibility therefore requiring a package of care and support via ASC services.	Understanding cohort of current residents would indicate this is a moderate risk.

### Key Development and Delivery Milestones:

Milestone	Timeline
Identify a project team to manage the work programme for decommissioning the service, potential to require additional, temporary arrangements given current resources.	April 2021.
Consultation to commence with stakeholders including, provider; service users & families; staff; provider agencies.	April 2021 to May 2021.
Notice to be provided on the current contractual arrangements, to include, an understanding of any provider redundancy implications; an understanding of impact of removing provider funding (financial sustainability for their service).	April 2021 to May 2021.
To consider and assess the potential impact on clients and staff of removing the service to; Social worker reviews; any changes in personal budgets as a result of reviews; impact on staff of increasing or changing client numbers.	September 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

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

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

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

Finance Comments
This proposal will achieve savings of £70k, realised by reducing the management fee paid to MioCare in return for a reduction in service.

Signed RO	04-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

### Impact on service delivery:

Members will need to consider the implications of leaving the Grassroots site empty due to this provision no longer being provided.

Redundancies of (3FTE) OCS staff and necessary consultation period (some mitigated by the potential opportunities in other areas of the business in MioCare).

The impacts and risks will be particular to each person (and their family) currently using the service and will depend on the level of support needed and any other day time opportunities available to them, therefore individual assessments will be required (undertaken by social work teams).

### Impact on communities and service users:

The impact on service users will be minimal as it has been identified that they will be able to access other such as Miles and Chadderton Park, or an alternative provision of their choice.

The impact on the community will be that giving up the project will potentially provide the allotment back to the community or there would be an opportunity to repurpose the land.

There is potential for another organisation to take over the land/project on a lease basis.

### Risk 4:

There's a reliance on strengths-based approaches, and positive risk taking. Staff have received some training in this area and further consideration is needed on how to embed this into the culture and processes of the service.

### Risk 4 mitigation:

Some training was delivered in early November 2020 and more will take place in 2021, with a priority being given to CHASC workforce.

A group has been formed to consider what further activity is required to ensure strengths-based approach is embedded as default in practice.

	<b>Reference:</b>	<b>CSA-BR1-431</b>
<b>Responsible Officer</b>	<b>Helen Ramsden</b>	
<b>Cabinet Member:</b>	<b>Cllr Z Chauhan</b>	
<b>Support Officer</b>	<b>Joe Charlan</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>CHASC Commissioning</b>
<b>Budget Reduction Title:</b>	<b>To cease the funding of Wellbeing Service (Specifically the Grassroots site)</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>				
	Wellbeing Service (MioCare)				
<b>1b</b>	<b>What is the project, policy or proposal?</b>				
	To cease current funding.				
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	Not to renew current funding.				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	This would have a detrimental effect on the users of day services as it is likely that the services would cease to be provided if funding was not available.				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 type="checkbox"/>	<input checked="" 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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	<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 <b>NEGATIVE</b> impact on groups and communities will be?	None / Minimal	Significant
		<input checked="" type="checkbox"/>	<input checked="" 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?	It has been identified that the decision to remove funding will have a negative impact on a specific group of people.	

## Stage 2: What do you know?

<b>What do you know already?</b>
<p><b><u>Grassroots service overview</u></b></p> <p>The Grassroots project is a day service for people with learning disabilities and Autism. It is provided by MioCare and forms part of the SLA for which a management fee is paid. The current services are dispersed between two sites, Grassroots, which provides services to 15 individuals and Chadderton Park which provides support to 23 individuals. It is proposed that individuals from Grassroots should attend the other services where there is capacity to support them.</p> <p>The service delivers activities at community locations offering individuals opportunities to move away from a traditional day care and experience working environments by providing opportunities to learn teamwork skills and learn about workplace cultures and behaviours, the service enables individuals to develop interpersonal and independence skills.</p> <p>The current facilities are well-presented and provide various activities to promote engagement. The therapeutic and emotional wellbeing benefits derived from this service is undeniable and can be regarded as preventative measure to reduce longer term social care costs to the system however currently the service user numbers involved do not equate to a viable financial option with regards to keeping two sites open.</p> <p>For service users (and families) supported, the loss of this support network would have a huge detrimental effect upon those involved. Financially whilst the dis-establishment of the service would seemingly reduce the management fee it would be cost neutral and would also have little if any cost saving advantage to the council as alternative day support options are likely to be required to be sourced in most cases. Indeed, choosing this option could result in an increase cost to the council due to the need to access higher charging private facilities, and this is yet unknown.</p> <p>During the Covid 19 pandemic, work has been undertaken at a GM level to address the issues relating to contact based day services for people with learning disabilities. As a result of the pandemic and the increasing need for services (and respite) for individuals, there has been a creative shift in the way services operate. This includes:</p> <ul style="list-style-type: none"> <li>• Rota based sessions</li> <li>• Online sessions aligned with group sessions</li> </ul>

- Changes in place based activities such as outdoor sessions for exercise

Grassroots operates from an allotment site with a portacabin. The land is owned by the Council and would be handed back in the event that the project ends. There would be options for utilising the land should the project close.

It should be noted that there have been no referrals to the Grassroots service for some time which suggests that this is not as appealing to customers as other services. The service operates for a small number of people who could be offered day service support via an alternative MioCare support, or other days services available if they choose.

The development of the service at Chadderton Park will enhance the day service offer for individuals. Furthermore the offer will support the Council's aim to increase the employment rate of people with learning disabilities.

### What don't you know?

As mentioned above, Covid 19 has enabled the Council to examine traditional methods of day services delivery. Therefore in the coming 12 months we do not know what day services will look like, or what demand will be.

### Further Data Collection

Qualitative data will be collated when undertaking consultation with customers and staff involved in the service.

## 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	Older People	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men over 50	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

3a	<b>Who have you consulted with?</b>	
	Consultation has not yet taken place with service users given the information above.	
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	In the event that this proposal is taken forward, a consultation with users of the services would need to be undertaken. The consultation would include discussion with the people and organisations affected if the decision was taken not to continue with the funding. MioCare and the Council's Adult Social Care team would undertake this consultation. Staff for the service will be consulted upon with regard to the Council's redeployment and redundancy procedures.	
3c	<b>What do you know?</b>	
3d	<b>What don't you know?</b>	
3e	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	
	Disabled people	People with disabilities would be affected by this decision
	Particular ethnic groups	
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	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> )	

## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Removal of a service for individuals with learning disabilities	Individuals will be offered the opportunity to attend alternative MioCare day services such as Chadderton Park or the Miles service.
	<b>Impact 2</b>	<b>Proposal</b>
	Staff at risk of redundancy	Staff will be supported through the redeployment process or through redundancy as appropriate.
	<b>Impact 3</b>	<b>Proposal</b>
	The land/facilities will sit unused	It is proposed that as part of the consultation process, use of the land is taken into consideration e.g via reallocation to a community group

4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>	
	Not at this stage but the consultation phase may establish alternative views.	
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
	Through working with customers, their families and staff working on the Miles project and Chadderton Park.	

<b>Conclusion</b>	
<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>The impact of closing the Grassroots project will be on 15 customers and 3 members of staff. The impact will specifically affect people with learning disabilities. There may also be impact on the land and facilities associated with the project which will need to be repurposed.</p> <p>Alternative day service options will be considered for those individuals affected as part of the work to mitigate the impacts. They will be supported to access other MioCare day services, or something in the wider day service offers available.</p>	

## Stage 5: Signature

Role	Name	Date
Lead Officer	Joe Charlan	16.12.20
Approver Signatures	Helen Ramsden	December 20

<b>EIA Review Date:</b>	TBC
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<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Helen Ramsden</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Adult Social Care Sheltered Housing</b>

### Budget Reduction Proposal - Detail and Objectives :

Adult Social Care (ASC) has been funding Sheltered Housing (SH) since the Supporting People programme in 2003. Currently, in total we pay £183k per annum for SH provision for over 1,000 older people in 887 properties. In addition, the Housing Revenue Account (HRA) pays for SH support for 1,429 Council owned properties supporting a total of 1,470 people through their PFI contract. Although the need for equity among Oldham residents is recognised, this report focuses of the funding to external SH provision paid for by ASC.

The ASC funding pays for a support worker, traditionally this was an on-site scheme manager working officer hours within schemes. However, it can also be a mobile worker who moves between sheltered properties/schemes. The funding also pays for the call monitoring and/or the cost of a mobile alarm response service.

The amount of funding was originally based on the number of people in receipt of housing benefit within each scheme – block subsidy, and the proportion of the service considered to be support as oppose to housing management (which is funded through Housing Benefit (HB) as Intensive Housing Management). During subsequent reviews of SH provision, the subsidy was amended to be a block gross contract which identified an average level of people on housing benefit (approx. 65%) and paid as a standard amount.

ASC's Sheltered Housing was last reviewed in 2014, the result of which capped payments to providers. An upper limit of £7.67 per unit/week was set for Cat 2 and £2.40 for Cat 1 (alarm) services: where scheme manager and alarm are provided together this figure was £10.07.

### 2020/21 Service Budget and Establishment

	<b>£000</b>
Employees	0
Other Operational Expenses	183
Income	(0)
<b>Total</b>	<b>183</b>

### Current Forecast (under) / overspend

	0
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### Number of posts (Full time equivalent)

	0.00
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(100)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Circa 1,000 people in 887 properties owned by housing providers - Anchor/Hanover, For Housing, Guinness, HC21 (non PFI), Places for People, Onward Housing, Riverside.
<b>Service Delivery</b>
See additional information.
<b>Future expected outcomes</b>
Adult Social Care will no longer fund sheltered accommodation. Potential for residents in this sheltered accommodation to require additional support via being assessed as Care Act eligible, therefore a Direct Payment package may be required.
<b>Organisation</b>
Organisations, as listed above, are, Anchor/Hanover, For Housing, Guinness, HC21 (non PFI), Places for People, Onward Housing, Riverside.
<b>Workforce</b>
It is currently unknown the workforce directly employed as part of the organisations listed above for the sheltered housing provision, this will feature in the decommissioning plan should the proposal be approved.
<b>Communities and Service Users</b>
See additional information.
<b>Oldham Cares</b>
This proposal contributes to the overall aims of the Locality Plan. It aligns with the ASC Commissioning and Quality work programme.
<b>Other Partner Organisations</b>
Housing providers (listed above). Strategic Housing.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
Anchor/Hanover, For Housing, Guinness, HC21, Places for People, Onward Housing, Riverside	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Strategic Housing, MASH (Multi-agency Safeguarding Hub), Revenue and Benefits (Unity)	
<b>Other (if yes please specify below)</b>	Yes
Strategic Housing Partnership (via Housing Strategy)	

## Benefits to the organisation/staff/customers including performance improvements

Proposal contributes to reducing Council budget reduction requirement. Aligned offer for sheltered housing (private and council owned)

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Having the required resources in place to deliver the decommissioning of the sheltered housing services.	Develop a clear plan deploying relevant resources, including required social work to undertake assessments.
When assessments have been undertaken, identifying a higher than anticipated number of individuals meeting care act eligibility therefore requiring a package of care and support via ASC services.	Understanding cohort of current residents would indicate this is a moderate risk.
There's a reliance on strengths-based approaches, and positive risk taking. Staff have received some training in this area and further consideration is needed on how to embed this into the culture and processes of the service.	Some training was delivered in early November 2020 and more will take place in 2021, with a priority being given to CHASC workforce. A group has been formed to consider what further activity is required to ensure strengths-based approach is embedded as default in practice.

### Key Development and Delivery Milestones:

Milestone	Timeline
Identify a project team to manage the work programme for decommissioning the service, potential to require additional, temporary arrangements given current resources.	April 2021.
Consultation to commence with stakeholders including: Provider; Service users and families; Staff; Provider agencies.	April 2021 to May 2021.
Notice to be provided on the current contractual arrangements, to include: An understanding of any provider redundancy implications; Impact of removing provider funding (i.e. financial sustainability for their service).	April 2021 to May 2021.
Consider/assess the potential impact of removing support to its residents the sheltered housing providers deliver: Social worker reviews; Consider the shift from SH provider support to potentially direct payment/ other support and costing this.	September 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	not applicable	not applicable

### Equality Impact Screening

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

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

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

Finance Comments
This proposal will achieve a saving of £100k. This saving will be achieved by not renewing a contract. It will be offset in part by additional alternative provision to some of the clients based on assessed needs.

Signed RO	04-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

Impact on service delivery:

If the proposal is accepted to cease the funding of ASC Sheltered Housing a decommissioning plan will be prepared. This will include engagement with the commissioned providers listed above, as well as communications with the service users (residents) in the Sheltered Accommodation. When communicating this with the providers, the commissioners will need to ascertain the financial viability of the scheme and their intentions for providing the support offer going forward; ASC Commissioners will do this in conjunction with colleagues in Housing Strategy, using the opportunity for a comparable service offer as the Sheltered Housing commissioned via the PFI contract.

As it is currently unknown whether the residents are Care Act eligible, and therefore already in receipt of a care and support package this work will need to be undertaken by a qualified social worker ensuring that needs are assessed appropriately.

Impact on communities and service users:

Over 1,000 people in 887 properties. It is reported that there is an even 50:50 split between male and female residents in sheltered housing. The age profile is:

Age Range	%
Under 60	10%
60-74	47%
75-89	34%
90+	5%
Unknown	4%

Sixty-five per cent of people overall are in receipt of housing benefit. However, this varies across providers with Anchor having the lowest percentage (51%) and Guinness and For Housing having over 70%.

Housing providers have indicated that 89% of service users across 17 sheltered schemes in Oldham are living independently with no care and support provided. Eleven per cent therefore are reported to have care needs. However, data from the online digital case management system (Mosaic) suggest that 134 people (6%) as a whole (including PFI Sheltered Housing) are in receipt of a package of care and support tend to have higher packages than those in the general over 55 population:

In receipt of packages of Care	Average no of care hours per week
Over 55s in Community (excl ECH)	7.6
Over 55s in Sheltered Housing	9.32

The difference in accounting for care need, may be a result of family and friends picking up care needs, or care being provided privately (self-funded) and therefore not assessed and inputted onto Council systems.

Sheltered Housing providers have reported an increase in support needs from vulnerable and complex individuals with mental health and substance misuse issues in certain schemes.

	<b>Reference:</b> CSA-BR1-433
<b>Responsible Officer</b>	Vicky Walker
<b>Cabinet Member:</b>	Cllr Chauhan
<b>Support Officer</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	ASC Commissioning
<b>Budget Reduction Title:</b>	ASC Sheltered Housing

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>																																													
	<p>Sheltered Housing consists of two sorts of support: a) Community alarm only and b) Community alarm plus support</p> <p>The table below indicates the type of service within the sheltered flats. The majority of schemes have a hardwired 24 hour community alarm as standard within the flat and are supported with a scheme manager on site working office hours Monday – Friday (4 providers – Anchor/Hanover, H21, Places for People, Riverside) or separate support worker (2 providers - Guinness and For Housing).</p> <p>Alarm services are provided through different provider call centres. Both H21 and the Villages currently use MioCare’s Helpline Silver Service which is call monitoring plus mobile response if required.</p> <table border="1"> <thead> <tr> <th>Housing Provider</th> <th>Support + Alarm (Cat 2 type)</th> <th>Alarm (Cat 1 type)</th> <th>Total flats</th> <th>Annual Funding</th> </tr> </thead> <tbody> <tr> <td>Anchor/Hanover</td> <td>304</td> <td></td> <td>304</td> <td>£46,160</td> </tr> <tr> <td>ForHousing</td> <td>121</td> <td></td> <td>121</td> <td>£40,720</td> </tr> <tr> <td>Guinness</td> <td>271</td> <td></td> <td>271</td> <td>£46,188</td> </tr> <tr> <td>HC21 (non PFI)</td> <td>35</td> <td></td> <td>35</td> <td>£4,320</td> </tr> <tr> <td>Places for People</td> <td>58</td> <td></td> <td>58</td> <td>£28,750</td> </tr> <tr> <td>Onward Housing</td> <td></td> <td>124</td> <td>124</td> <td>£8,280</td> </tr> <tr> <td>Riverside</td> <td>23</td> <td></td> <td>23</td> <td>£9,410</td> </tr> <tr> <td><b>Total</b></td> <td><b>812</b></td> <td><b>124</b></td> <td><b>936</b></td> <td><b>£183,828</b></td> </tr> </tbody> </table> <p>Although most flats are single occupancy, the number of people supported by the service will be greater as a result of cases where more than one person lives in the property.</p> <p>The funding for the 936+ tenants living in sheltered properties has historically funded by Adult Social Care (as a result of the Supporting People programme). It provides support to those who can not afford to pay for support themselves (approx. 65% of the cohort) at a total cost of £184K to ASC. This works out as an average of £302 per person per year or £5.81 per week.</p> <p>Note: The funding for the Council owned stock managed by H21 are funded through the HRA and are not being considered as part of this proposal, as this element is subject to the 30 year PFI contract.</p>	Housing Provider	Support + Alarm (Cat 2 type)	Alarm (Cat 1 type)	Total flats	Annual Funding	Anchor/Hanover	304		304	£46,160	ForHousing	121		121	£40,720	Guinness	271		271	£46,188	HC21 (non PFI)	35		35	£4,320	Places for People	58		58	£28,750	Onward Housing		124	124	£8,280	Riverside	23		23	£9,410	<b>Total</b>	<b>812</b>	<b>124</b>	<b>936</b>	<b>£183,828</b>
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	The types of activity provided through the support include: maximising income, facilitating adaptations, referring to other services, supporting tenants with letters and tasks, holding and facilitating activities within schemes. Key outcomes from the support are maintaining independence, the prevention of loneliness and isolation and access to other services.				
1b	<b>What is the project, policy or proposal?</b>				
	Review the impacts and outcomes of sheltered housing and the impact or reducing or removing funding for external sheltered housing.				
1c	<b>What are the main aims of the project, policy or proposal?</b>				
	<ul style="list-style-type: none"> <li>To review the funding input into sheltered housing – the amounts are not standard as a result of the historic differences in the way services were split into housing related support and housing management during the Supporting People era. However, they were capped in 2014 and no uplift has been since then.</li> <li>To be clear on what the funding pays for/should pay for.</li> <li>To understand the level of need of tenants within schemes and consequent affects</li> <li>To look at the costs/benefits of the service and the impact of a loss/reduction of such a service on individuals and the health/social care system</li> </ul>				
	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	<ul style="list-style-type: none"> <li>Older people, over 55</li> <li>People with support and care needs</li> <li>Staff working across the 20+ schemes</li> <li>Other services – helpline, community care services, hospital</li> </ul> <p>The removal of support funding would mean that those working in sheltered would concentrate on providing housing management rather than support, and may result in a reduction in hours of time scheme managers have in schemes or the removal of non-scheme based support workers.</p> <p>The data collected in 2019 as part of the review of sheltered suggests that there has been an increase in need over the last ten years, particularly around managing mental health, substance abuse, relationship breakdown (from younger older people 55-74) and disability, dementia and frailty (within the older population). See statistics in section on what we know.</p> <p>Without support, this client group would be looking elsewhere for support – particularly through GPs, Ambulance call out/A&amp;E and Adult Social Care. There may also be an impact on housing services, if there is tenancy breakdown as a result of mental health and substance abuse conditions and Anti Social Behaviours.</p> <p>There may also be a higher demand for ECH and residential care. Sheltered does play a part in reducing or delaying the need for higher forms of care.</p>				
1e	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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	<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 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"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>					
	People with particular LTC, frailty and mental health issues	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

<b>1h</b>	<b>How have you come to this decision?</b>
	If the proposals lead to the removal of support staff from sheltered housing this will impact directly on all tenants living in these environments. Potentially it could lead to the closure of sheltered housing schemes or the retention of the housing without the sheltered service i.e. becomes another block of flats which will remove the ability to support vulnerable people to maximise independence, keep people safe and improve their general wellbeing. See data below re potential impacts

## Stage 2: What do you know?

<b>What do you know already?</b>				
<ul style="list-style-type: none"> <li>We know the numbers of people living in sheltered schemes overall (2190) and that any change will affect over 936 older people in Oldham who live in properties external to the Council owned PFI scheme. Out of these, we support approximately 600 people on low incomes.</li> <li>Interim findings suggest the following make up of the sheltered population:</li> </ul>				
<b>Age</b>				
No's Under 60	No's aged 60 - 74	No's aged 75 - 89	No's 90+	Age N/K
<b>9.1%</b>	<b>48.6%</b>	<b>34.6%</b>	<b>4.9%</b>	<b>2.7%</b>



Gender		Ethnicity				
Male	Female	White British	White Other	Asian/Asian British	Black/Black British	Ethnicity N/K
48.8%	51.1%	86.2%	3.0%	0.54%	0.36%	9.8%

- 8.9% of people in sheltered are currently in receipt of care services
- 65% are on housing benefit
- Sheltered provision is a key part of the assets within a neighbourhood and could potentially affect the local community if removed, in terms of supporting older people, keeping them safe, ensuring wellbeing
- That similar provision is available in the Council owned PFI schemes which is half way through a 30 year contract so any changes to external provision, rather than PFI, will cause inequity across similar provisions.
- That there may be options regarding a change in Intensive Housing Management and support which could help ameliorate any reduction in support funding
- Any increased costs as a result of the proposal to reduce council funding may be transferred to approx. 600 individuals and will raise issues of affordability.
- The support may reduce or be removed entirely as a result of funding removal.
- That the level of need has changed in sheltered in the last 10 years to include more single men, more vulnerable and complex people, including those with mental health, substance misuse.
- The cost of care may well increase as a result of removing preventative low level support, and a subsequent increase in crisis situations.
- That national potential savings to health from sheltered provision have been calculated based on a Demos review (2017) of 52 academic papers and policy reports related to the social value of sheltered housing. By applying this model to Oldham we can identify the following savings:

Area of saving based on national data and the number of sheltered places in Oldham	Estimates cost saving nationally	No of people in sheltered nationally	Unit cost saving	Cost for 900 external sheltered units	Cost for all of 2109 sheltered units in Oldham inc PFI, excl ECH
Reducing general in patient stays from 17 days to 7.4 days	£300,000,000	485,575	£618	£556,042	£1,302,991
Averting falls – savings to ambulance call outs and A&E/admissions	£12,700,000	485,575	£26	£23,539	£55,160
Averting falls – savings to hospital care for hip fractures as a result of fall (17%)	£156,300,000	485,575	£322	£289,698	£678,858
Reducing loneliness – reduced health service use - GP/A&E etc	£17,800,000	485,575	£37	£32,992	£77,311
<b>Total savings</b>	<b>£486,800,000</b>		<b>£1,003</b>	<b>£902,271</b>	<b>£2,114,321</b>
<b>Cost of contribution from ASC for support services</b>				<b>£184,000</b>	<b>£1,184,000</b>
<b><i>Difference between estimated saving and cost</i></b>				<b>£718,271</b>	<b>£930,321</b>

The National Housing Federation suggest that the value of sheltered housing and extra care housing can be found in benefits to the individual, the community and the tax payer, mostly as

'preventative' services (preventing the need for more costly interventions). Areas where schemes deliver value: provide peace of mind, safety and security for vulnerable older people.

In addition to the prevention of ill health and associated costs discussed in the Demos review, Berrington 2017\* indicates there are savings to Adult Social Care and the wider community

- support and maintain independence
- better individual physical and mental health
- delay and reduce the need for primary care and social care interventions including
- lower care costs and more rapid recovery following a stay in hospital
- maintain and develop links with the community
- free up family housing for the wider community
- maximise incomes of older people and reduce fuel poverty

\*(Source: The Value of Sheltered Housing. National Housing Federation (Berrington) January 2017)

### What don't you know?

- The exact impact of removing funding on people, the care economy etc.
- Which sheltered schemes will continue and which could close as a result of change

### Further Data Collection

We have undertaken a survey of sheltered schemes and collected data on provision and vulnerabilities, which requires detailed analysis  
Following this and any decisions re S&E we need to consult providers

## 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input 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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>					

	Those with vulnerabilities associated with mental health, dementia or with substance abuse issues	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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	<b>Who have you consulted with?</b>	
	Scheme managers, and regional managers	
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	Survey and face to face, but we would like to understand more once more detailed proposals re S&E agreed	
3c	<b>What do you know?</b>	
	<p>We know that there will be a greater impact on some of the sheltered housing providers as a result of the reliance on Council funding.</p> <p>That different schemes in different locations have different needs. Around two fifths of those living in sheltered require minimum support, but three fifths need more support relating to personal care, accessing activities, looking after their home, managing shopping and money and getting out and about.</p> <p>Some schemes have significant numbers of people with dementia. Overall the highest needs in sheltered relate to mobility, hearing loss, diabetes and mental health and depression.</p> <p>Outcomes re prevention and independence can be met by continuing to signpost, provide advice and support, monitor wellbeing, and promote activities within sheltered housing</p> <p>That sheltered providers would welcome closer working with health and social care clusters, cluster care providers, to access care and health care services and to ensure good communication and quality care. They also welcome opportunities to work with the voluntary and community sector.</p>	
3d	<b>What don't you know?</b>	
	<p>How exactly providers will react to the removal/reduction of funding in terms of reducing services, and engaging in meaningful partnerships/initiatives which support independence and prevention.</p> <p>What the medium/long term outcomes will be on individuals in sheltered and communities if funding changes</p>	
3e	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	<p>Increase in GP visits</p> <p>Increase in Care at Home services</p>
	Disabled people	There are a significant number of people in sheltered housing with mobility issues, hearing loss or visual impairments. Many have long term health conditions.

	Particular ethnic groups	
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	Approx. 600 of the people affected are on benefits. If the outcome of removal of funding is to ask individuals to contribute more to support this will impact on their disposable income. Some people may refuse the support as a result, and therefore will lose access to support when required.
	People in particular age groups	Over 55s
	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> )	Removal of support for vulnerable individuals, particularly those who are lonely and those with specific problems relating to mental health, dementia and substance abuse, and the requirement for higher level/specialist services.

## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Reduction or removal of support or increase in cost for individuals	Work with HB and providers to see if we can change the way services are funded. Look at options for self funding. (Note - check policy of DRE when includes costs relating to support)
	<b>Impact 2</b>	<b>Proposal</b>
	Removal of community asset	Ensure health funding or thriving communities support older people in communities to prevent/reduce or delay use more intensive, crisis, or higher cost services.
	<b>Impact 3</b>	<b>Proposal</b>
	Increase in demand for care at home, extra care or other specialist services	To ring fence the reduced funding for sheltered to support new ECH schemes and/or specialist support for people with mental health and substance abuse.
4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>	
	Look at modelling options for reducing funding, or how we can apply the funding in a different way which maximises the benefits to the community.	
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	

If the funding is removed, the impact could be monitored to understand the impact on extra care housing, care at home, and residential care, but if the decision is irreversible then monitoring would feel like a redundant activity.

## Conclusion

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

Sheltered Housing provides a valuable service in terms of supporting independence, and reducing delaying, preventing the need for higher costs services. Some of the benefits relate to the housing environment – the accessibility, safety and decent standards of the buildings, the heating systems and the availability of communal space. However, other benefits relate to having staff on site to support and keeping an overview of individuals, identifying deterioration etc., the management of relationships and activities, preventing isolation and the maximisation of income.

The current cost of the sheltered service to Adult Social care is £184K per year. The service is generally cross subsidised by housing management charges and it is difficult to disentangle costs.

The current service is probably not sustainable as a result of no inflation increases over the last 5 years and different models would need to be applied in the future.

There will be an impact on individuals living in sheltered services and on the health and social care system if the funding is removed or reduced. The extent of the impact can only be estimated from national studies and further investigation of how providers will react to change. We know that previous reduction in funding has reduced the service in terms of time and scope.

Potential outcomes for service provision:

- Providers close down some sheltered provision – in terms of decommissioning the housing (accessible housing for older people) at a time when we need more accessible housing not less
- Providers remove some or all of the support service (this will reduce the prevention of need for higher level services, reduces independence, which supports reduce and delay need for social care, increase isolation). This at a time when needs are increasing – particularly more complex needs involving mental wellbeing, dementia and substance abuse.

Outcomes for individuals:

- There is an increased cost to sheltered tenants as providers pass costs onto individual who can not afford it and refuse support as a result
- Individual's wellbeing decreases as a result of no-one checking on them, providing interaction and activities, and supporting them to access other services)
- Lack of support leads to tenancy breakdown

Some of the impacts could be ameliorated by:

- Individuals paying more towards support cost
- Additional wellbeing and specialist support services being provided elsewhere
- Working with providers to maximise options relating to Housing benefit/support split and introducing different models of working.
- Different ways of funding applied to reflect needs and a different model of support

- Funding being found from elsewhere (health? Transforming Care/integration/Locality/public Health) to support services and support the integration with other health and community/neighbourhood provision.

The preferred option would be to work in partnership with providers to identify a model which targets the preventative aspects of sheltered housing, and support is maintained, with the services continuing to promote wellbeing and reducing the need for health and social care.

## Stage 5: Signature

Role	Name	Date
Lead Officer	Claire Hooley	9/10/2020
Approver Signatures	Claire Hooley	9/10/2020

EIA Review Date:	TBC
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<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Angela Barnes</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Adult Social Care Prevention and Early Intervention Service</b>

### Budget Reduction Proposal - Detail and Objectives :

This proposal relates to a revised service offer that forms part of a current programme of work being undertaken in relation to the development of a targeted Adult Social Care Prevention and Early Intervention Service.

Support for adults with high level complex support needs has been delivered through an in-house council service, as part of an all age service also providing support to children and families. In addition, an external service provided by Positive Steps worked with adults with less complex issues and low and medium levels of support.

Following a review of the service, carried out during 2018-19, it was recommended that the existing service would focus on the provision of support for children and families and no longer support individual adults. This presented an opportunity for CHASC to revisit the high-level individual adult targeted prevention and early intervention offer by expanding support to a wider group of hard to reach isolated adults not previously supported.

As part of this change an agreement was made to allocate £350,000 to CHASC recurrently to support this work with adults requiring high level support. The low and medium support project provided by Positive Steps is currently undergoing a tender process and the successful bidder will retain responsibility for individual adults with low and medium level support requirements.

(Continued in additional information)

### 2020/21 Service Budget and Establishment

	<b>£000</b>
Employees	0
Other Operational Expenses	350
Income	(0)
<b>Total</b>	<b>350</b>

### Current Forecast (under) / overspend

	0
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### Number of posts (Full time equivalent)

	0.00
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(200)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
N/A
<b>Service Delivery</b>
Reduced early help and prevention service provision for people with high level complex support needs.
<b>Future expected outcomes</b>
A reduction in positive outcomes for individual people. Increase in the number of people with high level complex support needs requiring statutory services.
<b>Organisation</b>
Increased pressure on other services within Oldham and across Greater Manchester providing support to people with high level complex support needs, for example social prescribing, focus care, health services, adult social care and mental health support.
<b>Workforce</b>
N/A
<b>Communities and Service Users</b>
Service users and communities will be impacted by the proposed changes and a full EIA will be completed to fully understand and consider the potential impact.
<b>Oldham Cares</b>
N/A
<b>Other Partner Organisations</b>
The proposals will impact on partners across the health and social care economy, other council-based services and the voluntary and community sector.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
See additional information.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Reform, Welfare Rights Service, Children's Social Care, District Offices,	
<b>Other (if yes please specify below)</b>	Yes
GMP	



## Benefits to the organisation/staff/customers including performance improvements

A £0.200m contribution to the 2021/22 budget reduction requirement.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
The adopted service delivery model fails to meet demand or deliver positive outcomes for targeted cohort.	Clear communications with service users and partner organisations on the capacity and purpose of the service model.
Partner organisations and target service users fail to engage with the proposed service model.	Establish relevant governance and operational infrastructure to involve partners. Implement Oldham coproduction values in project planning and ongoing development.
Increased demand on statutory and other services.	Clear communications and involvement in project management of service users and partners.

### Key Development and Delivery Milestones:

Milestone	Timeline
Options appraisal and preferred delivery model agreed.	November 2020.
Project development and implementation plan.	December 2020 – March 2021.
Project start date.	April 2021.
Project initial review.	November 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
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
This proposal will achieve a saving of £200k. This saving will be achieved by designing a new service within a reduced financial envelope.

Signed RO	16-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

### Detail and Objectives (continued):

Work is being undertaken to identify a new model of delivery for those adults who may have a traumatic history alongside a history of resistant families and non-engagement with services or inappropriate engagement with multiple services. These individuals are often facing multiple disadvantage, which includes homelessness, poverty, mental ill health, substance misuse or contact with the criminal justice system.

These individuals often require high levels of support but are not eligible for statutory social care services or have a health issue that could be supported by community health services. Under the Care Act, the council has a statutory duty to promote wellbeing and prevent, reduce or delay needs for social care support. It also has a responsibility to continually try to engage individuals.

As a result, we are looking to identify how the necessary support can be provided for this group of people across the five local care networks, working with community health, social care, primary care and voluntary, community, faith and social enterprise organisations and others. Although work is still being undertaken to finalise the options appraisal the model will focus on enabling individuals to engage in preventative interventions, that focuses on SMART outcomes to build independence and reduce dependencies. Part of the model will support in relationship building to prevent long term needs from developing & supporting engagement with the voluntary, community, faith and social enterprise sector and other Oldham and GM provision as appropriate.

Implementing this proposal includes a significant risk. The removal of a large amount of the funding will impact on the ability to deliver a sufficiently robust service to meet demand, that not only benefits individual service users, but also provides a cost-effective service that enables cost avoidance, and a reduction in the use of more expensive acute services across both the health and social care economy and more widely across the borough.

It is estimated that the proposal will deliver ongoing savings of £200,000.

### External partners:

Primary Care Networks, Northern Care Alliance, PCFT, Positive Steps, Action Together, TOG Mind and other voluntary and community sector partners.

	<b>Reference:</b>	<b>CSA-BR1-434</b>
<b>Responsible Officer</b>	<b>Mark Warren</b>	
<b>Cabinet Member:</b>	<b>Cllr Chauhan</b>	
<b>Support Officer</b>	<b>David Garner</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Community Health &amp; Adult Social Care</b>
<b>Budget Reduction Title:</b>	<b>Adult Social Care Prevention and Early Intervention Service</b>

### Stage 1: Initial Assessment

<b>1a</b>	<p><b>Which service does this project, policy or proposal relate to?</b></p> <p>Adult Social Care Prevention and Early Intervention Service</p>
<b>1b</b>	<p><b>What is the project, policy or proposal?</b></p> <p>Oldham Council currently provides practical support and advice to adults who are facing difficulties with physical and mental health, housing, homelessness, employment, poverty, substance misuse or crime in order to support them to improve their lives. This service currently supports both adults and families with children.</p> <p>A new dedicated adult focused service will be developed which will engage with those who require high levels of support to build independence. This new service will also work closely with other organisations providing similar support.</p> <p>It is proposed that this new service will cost £200,000 less to deliver. This could reduce the number of adults receiving early help support and, as a result, drive greater demand for local health and social care services and for support provided by the voluntary and community sector.</p>
<b>1c</b>	<p><b>What are the main aims of the project, policy or proposal?</b></p> <p>The main aims of the project are to</p> <ul style="list-style-type: none"> <li>• Put in place a new adult prevention and early intervention service</li> <li>• Improve individual benefits, outcomes and independence for adults on the edge of requiring social care support</li> <li>• Align the prevention and early intervention with a strength-based approach</li> <li>• Contribute to the Council's medium term financial strategy</li> </ul>
<b>1d</b>	<p><b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b></p> <p>The new service will seek to provide support to individual adults and adult couples without children who have complex and multiple support needs but do not meet the eligibility criteria for support under the Care Act (2014).</p> <p>This will include, but not be limited to, people who are often facing multiple disadvantage, which usually includes one or more of a combination of homelessness, housing issues, poverty, mental ill health, substance misuse or contact with the criminal justice system</p>

and who have a history of either non-engagement with services or inappropriate engagement with multiple services.

The new service will be developed in order to support the following:

- To improve personal outcomes for individual service users based on an outcome star (or similar) model, in order to measure levels of change.
- To enable service users to identify the root causes of their issues and to learn strategies that will help prevent their reoccurrence.
- To increase the ability of service users to resolve their own issues where possible through the adoption of a strengths-based approach to issue resolution
- To increase the ability of service users to recognise safeguarding needs and to both resolve these themselves where possible and to access appropriate support where needed.
- Fewer adults require intervention from statutory Adult Social Care services as a result of earlier intervention to resolve their issues resulting in fewer referrals into Adult Social Care.

If the service is not developed appropriately then failure to engage with people could have a detrimental impact on them.

1e	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
	<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>	
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 type="checkbox"/>	<input checked="" 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"/>	
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>					
	<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 <b>NEGATIVE</b> impact on groups and communities will be?	None / Minimal	Significant
		<input type="checkbox"/>	<input checked="" 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 <b>How have you come to this decision?</b>	
The potential impact on the group of people identified as potential users of the service and the way they are supported to address their issues requires a full EIA to be completed.			

## Stage 2: What do you know?

<p><b>What do you know already?</b></p> <p>There are a number of people in Oldham who are facing multiple disadvantage usually involving a range of different issues including homelessness, housing issues, poverty, mental ill health, substance misuse or contact with the criminal justice system. Many of these people have a history of either non-engagement with services or inappropriate engagement with multiple services.</p> <p>Support for adults with high level support needs has previously been delivered through an in-house council service, as part of an all age service, also providing support to children and their families. This is due to end in 2021. A similar service for people with low and medium level support needs is currently delivered by Positive Steps.</p> <p>In addition to the specific support projects focused on levels of support there are a range of organisations providing support to this group of people, including the SRFT Promoting Independent People Project delivered by Age UK, Keyring support for vulnerable adults, social prescribing, Focused Care, MEAM and other local and regional support to vulnerable adults including the evolving Primary Care Networks and the Oldham place-based agenda.</p> <p>Individuals often require high levels of support but are not eligible for statutory social care services. However, under the Care Act (2014) the council has a statutory duty to promote wellbeing and prevent, reduce or delay needs for social care support. It also has a responsibility to continually try to engage individuals.</p> <p>At a regional and national level, the deployment of an effective prevention approach to support individuals is considered an effective model for both achieving positive outcomes for people and reducing the demand on statutory services.</p>
<p><b>What don't you know?</b></p> <p>We currently don't know how many people there are in Oldham who are facing multiple disadvantage who require this type of support and are willing to engage with it.</p> <p>We currently don't know the impact on individuals of adopting this approach and whether this will result in positive outcomes.</p> <p>We don't know whether supporting people in this way will ultimately reduce the demand on statutory services.</p>

We don't know what the effect of the COVID-19 pandemic will have on the long-term availability and capacity of services within the community and how this will impact on a prevention approach to supporting people.

### Further Data Collection

Further data collection on the group of people requiring support and the services currently available.

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

1e	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 type="checkbox"/>	<input checked="" 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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<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	<b>Who have you consulted with?</b>	
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
3c	<b>What do you know?</b>	
3d	<b>What don't you know?</b>	
3e	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	
	Disabled people	
	Particular ethnic groups	

	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	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> )	

## Stage 4: Reducing / Mitigating the Impact

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

<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>



**Conclusion**

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

## Stage 5: Signature

Role	Name	Date
Lead Officer	David Garner	16.12.20
Approver Signatures	David Garner	16.12.20

EIA Review Date:	TBC
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<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Angela Barnes</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Residential Enablement Redesign (Medlock Court)</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>This is a proposal to redevelop and redesign the existing short term residential enablement offer, currently based at Butler Green and Medlock Court, into a fully integrated service based on a single site and located in a new build facility. Both the existing schemes have key roles in preventing unnecessary hospital admission and facilitating effective safe discharge and the services are critical to Oldham having an effective urgent care system.</p> <p>The proposal would ultimately mean the closure of Medlock Court (MioCare) and Butler Green (NCA) at their current locations. This approach has been informed by a number of key drivers:</p> <ul style="list-style-type: none"> <li>• It has been a long held ambition of the Enablement Programme to provide these services at the same location in order to gain the maximum benefit of service integration</li> <li>• A reduction in the demand for bed base enablement services as a result of the success of the new Discharge to Assess and Home First approaches adopted during the Covid-19 pandemic. It should be noted that this reduction is caveated in that the current Covid-19 operating climate has changed the way services have been provided</li> <li>• Both Butler Green and Medlock Court are Council assets which are coming towards the end of their natural life and will require substantial investment to maintain them going forward. Detailed work is underway to determine the cost of this over the next five years.</li> <li>• Having a building that would accommodate integrated residential enablement, the discharge hub, ICET, community reablement and Helpline and Response would reduce the estate from three locations to one and realise running cost efficiencies</li> </ul> <p>Continued in additional information.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	11,696
Income	(645)
<b>Total</b>	<b>11,051</b>

<b>Current Forecast (under) / overspend</b>	<b>79</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	0	0	(400)
<b>Proposed Staffing Reductions (FTE)</b>	0.00	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
See additional information.
<b>Service Delivery</b>
This proposal would see the wholesale redesign of services currently provided at Butler Green and Medlock Court. It would offer a truly integrated multi-disciplinary services which would be best in sector.
<b>Future expected outcomes</b>
Being able to continue to deliver on a wide range of statutory obligations in a more efficient and effective way. Increased use of home first approaches to health and social care provision. Improved reablement outcomes for individuals.
<b>Organisation</b>
CHASC / MioCare Group – Significant change programme, reduction in workforce, potential impact on morale and reduction in operating turnover.
<b>Workforce</b>
10 staff would no longer be employed by the MioCare Group.
<b>Communities and Service Users</b>
If realised and implemented service users should see an improved service and individual outcomes. Overall community will be enhanced by the new development.
<b>Oldham Cares</b>
To be confirmed.
<b>Other Partner Organisations</b>
Having fewer step up and step down beds will cause concern from health colleagues, particularly the NCA, who rely on these facilities to achieve effective flow through the hospital discharge process and prevent inappropriate admissions.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
All key stakeholders in Oldham health and social care system	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Skills and Economy, Unity, HR, Finance	
<b>Other (if yes please specify below)</b>	No
N/a	

### Benefits to the organisation/staff/customers including performance improvements

- Reduced costs of provision and an improved service offer meeting the needs of local residents
- Improved processes and systems for the provision of enablement
- Enhanced user experience and increased customer satisfaction
- Enhanced organisational and borough reputation
- Improved use of digital and assistive technology across the enablement offer

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Delays in the completion of the bed-base and service review to determine both service and building requirements.	To plan accordingly and work with an established support organisation, AQUA, to ensure completion of the review. Establish required governance and programme management to support the development.
Delays in the completion of the property design and build and increase in project development and construction costs.	Utilise experienced construction and construction management providers to support the construction of the new premises with experience of this area of work.
Changes to national, regional and local strategies in the delivery of community health and social care provision.	Establish required governance and programme management to support development ensuring that changes to strategies are reflected in the process.
Impact of the ongoing pandemic and of the final EU exit on development and cost.	Establish required governance and programme management to monitor and adjust programme dependent on potential impact.

### Key Development and Delivery Milestones:

Milestone	Timeline
Completion of the service and bed base review.	March 2021.
Service development programme and agreed building specification.	June 2021.
Building works start.	October 2021.
Building work complete and handover.	January 2023.
Building opens.	March 2023.

## Section D

Consultation Required?	Yes
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Dates and specific consultation requirements to be confirmed prior to 2023/24

	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** (To be confirmed prior to 2023/24)

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

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

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

Finance Comments
This proposal will achieve savings of £400k in 23/24. It will be based on the construction of a new building to replace both Medlock Court and Butler Green. Therefore it will need significant capital investment. Currently reablement, both residential and community, is provided by MioCare so any saving will be as a reduction in the management fee.

Signed RO	16-Oct-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

Detail and objectives continued:

- MioCare retaining a stake in operating residential based services would ensure that the council's legal duty to ensure we have a 'provider of last resort' arrangement to respond in the event of an independent care provider market failure.

Discussions are under way regarding potential capital investment, this includes discussions with health colleagues about how the new build facility can be financed, at least in part, using NHS capital monies in a combined scheme with primary care.

It is proposed that the new building will have fewer beds than the current combined total of 60 (32 at Medlock and 28 at Butler Green). It is expected that bed numbers will be in the region of 45-50. Further work is being undertaken to determine the exact number of beds required and CHASC has held an initial meeting to scope out this work with AQUA (NHS Advancing Quality Alliance) who it is proposed provide support to carry out a comprehensive review of the required bed base. Due to the nature of the programme it is anticipated that any possible savings may not be achieved until 2023/2024.

In addition, the new service model relies on more people to be supported at home and as a result the proposed saving is based on a 22% reduction in the current staffing budget. It is expected that there would also be significant savings from providing services at a single site. The level of savings attributable to this area will be established prior to the commencement of the build but is currently estimated to be approximately £100,000.

Medlock Court receives £1.1m external Better Care Fund grant funding. Any proposal linked to Better Care Fund spend will need to be agreed with the CCG. It may also be the case that a saving can only be realised if alternate costs, currently met from mainstream ASC or CCG budgets, can be transferred to the Better Care Fund.

Impact on property:

Butler Green and Medlock Court now require significant investment in the buildings. The lease at Whitney Court (private landlord) housing the Discharge Hub, ORCAT, Reablement and Helpline and Response ends in 2025. Both Butler Green and Medlock Court sites are Council assets and have development/sale potential.

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

## BR1 - Section A

Service Area :	Adult Social Care Support
Budget Reduction Title :	To cease the funding of the Men in Sheds service

### Budget Reduction Proposal - Detail and Objectives :

The proposal is to cease funding this service in its entirety from April 1st 2021.

Men in Sheds is a service provided by Age UK Oldham and has been in operation since 2012. Men in Sheds has previously been funded by the Council through previous contractual arrangements. Since April 2017 the service has been funded via a 3 year Better Care Funding (BCF) grant that expired on 31st March 2020. Due to the impact of Covid the funding continued.

Oldham council pays £51,276 per annum towards the cost of the service. Age UK Oldham also charge service users a contribution and income is generated through the sale of goods produced by the service. (see service utilisation and costs section).

(Continued in additional information below)

### 2020/21 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	51
Income	(0)
<b>Total</b>	<b>51</b>

### Current Forecast (under) / overspend

	0
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### Number of posts (Full time equivalent)

	0.00
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(51)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
See additional information below.
<b>Service Delivery</b>
Age UK have advised that they would not be able to provide the service without the funding. The expectation is that Age UK may approach other departments in the council or other organisations for funding to continue delivering the service.
<b>Future expected outcomes</b>
See additional information below.
<b>Organisation</b>
As Age UK have advised that they are subsidising the service, ceasing the funding is not expected to have negative financial ramifications for the provider.
<b>Workforce</b>
Age UK have advised that the 2 FTE employees would not be retained.
<b>Communities and Service Users</b>
See additional information below.
<b>Oldham Cares</b>
The potential wider effect on Oldham cares may be felt through the men being unable to access the service and may result in them going onto access other services, in particular mental health services.
<b>Other Partner Organisations</b>
The service offers respite for the men who are carers, without this there may be an increase in demand for other respite services.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	Yes
Age UK are a strategic partner	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Thriving Communities as Age UK provide services for this department also.	
<b>Other (if yes please specify below)</b>	Yes
Oldham CCG-as Age UK provide services for Oldham CCG & due to potential MH impacts.	



**Benefits to the organisation/staff/customers including performance improvements**

A £0.051m contribution to the 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Loss of the service – and the preventative aspects would be lost.	People would need to access other services.
Loss of service unless Age UK can obtain funding.	Age UK provided with early notification enabling them to explore other funding opportunities.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
A cessation of funding letter to Age UK effective 01/04/2021 has already been issued to Age UK.	Letter sent September 2020.
Formal decision on budget reduction proposal.	4 March 2021.
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	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
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)	Yes
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	Yes
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
This proposal will achieve £51k of savings. This saving will be achieved by the cessation of the Men in Sheds service and contract.

Signed RO	04-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

Men in Sheds is a wellbeing service. The core element of a Men in Sheds provision is providing hands-on activities for men over 55. The 'Sheds' provide the space for older men to meet, socialise, learn new skills and take part in activities with other men.

Men in Sheds aims to address the public health challenge of older men's health. The service aims to:

- enhance self-esteem and increase confidence
- support men with long term health conditions
- improve physical and mental health/emotional wellbeing
- reduce the risk of social isolation and resultant poor health
- facilitate friendship and companionship
- provide an environment conducive to men's learning and sharing of skills
- offer respite opportunities for carers
- improve access to services/activities and benefits for participants

It's well documented that men do not make friends easily, tending instead to gather acquaintances, many of whom fall away when there is a life changing event such as:

- retirement
- redundancy
- deterioration in health
- divorce or bereavement.

By bringing the men together, in an environment where they feel comfortable enables the service to convey key health messages. Men, particularly those over 60, tend to be slower at going to the doctor for problems that might turn out to be serious. The men are encouraged to adopt a positive approach to good physical and mental health, with an emphasis on encouraging the men to understand that maintaining one's health warrants more than just a visit to their local GP when they are sick. Having a regular check-up to maintain a good quality of life, engaging in good health practices to lower the risk of developing chronic disease, and building rewarding emotional relationships with their family and friends is key.

Impact on property:

Men in Sheds operates out of 2 buildings, an old mill in Greenfield which is leased privately from Tanner Brothers, and Charles House in Failsworth which is leased from Unity partnership on a 'peppercorn rent'. Age UK have advised that this was transferred to them as a community asset in 2019 by Unity Partnership on the understanding that Age UK are responsible for the internal upkeep of the building. Age UK have advised that they want to retain the building for the Men in Sheds service as they are actively pursuing alternative funding for this service. Age UK have also advised that they would probably be able to find a use for the building if they are unable to continue delivering the Men in Sheds service and they therefore want to retain the use, and the upkeep responsibility for this building in the future.

Impact on future expected outcomes:

OMBC realise a saving of £51,276.

Ceasing the funding of the service would mean that the outcomes listed below would not be met (unless Age UK Oldham source alternative funding):

Men in Sheds aims to address the public health challenge of older men's health. The service aims to:

- enhance self-esteem and increase confidence
- support men with long term health conditions
- improve physical and mental health/emotional wellbeing
- reduce the risk of social isolation and resultant poor health
- facilitate friendship and companionship
- provide an environment conducive to men's learning and sharing of skills
- offer respite opportunities for carers
- improve access to services/activities and benefits for participants

### Additional Information (if required)

Impact on communities and service users:

The sheds are in Failsworth and Greenfield but attended by Oldham residents across the borough.

The following outcomes are likely to be affected by the loss of the service

enhance self-esteem and increase confidence

- support men with long term health conditions
- improve physical and mental health/emotional wellbeing
- reduce the risk of social isolation and resultant poor health
- facilitate friendship and companionship
- provide an environment conducive to men's learning and sharing of skills
- offer respite opportunities for carers
- improve access to services/activities and benefits for participant

	<b>Reference:</b>	<b>CSA-BR1-436</b>
<b>Responsible Officer</b>	<b>Helen Ramsden</b>	
<b>Cabinet Member:</b>	<b>Cllr Z Chauhan</b>	
<b>Support Officer</b>	<b>Neil Clough</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>CHASC Commissioning</b>
<b>Budget Reduction Title:</b>	<b>To cease the funding of the Men in Sheds service</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>				
	Men in Sheds service provided to men over 50.				
<b>1b</b>	<b>What is the project, policy or proposal?</b>				
	To cease current funding.				
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	Not to renew current funding.				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	This would have a detrimental effect on the users of day services as it is likely that the services would cease to be provided if funding was not available.				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	<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 <b>NEGATIVE</b> impact on groups and communities will be?	None / Minimal	Significant
		<input type="checkbox"/>	<input checked="" 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?		

## Stage 2: What do you know?

<b>What do you know already?</b>
<p><b><u>Men in sheds subsidised service – overview</u></b></p> <p>Men in Sheds is a service provided by Age UK Oldham and has been in operation since 2012. Men in Sheds has previously been funded by the Council through previous contractual arrangements. Since April 2017 the service has been funded via a 3 year Better Care Funding (BCF) grant that is due to expire on 31<sup>st</sup> March 2020. Oldham council pays £51,276 per annum towards the cost of the service. Age UK Oldham also charge service users a contribution and income is generated through the sale of goods produced by the service. (see service utilisation and costs section).</p> <p>Men in Sheds is a wellbeing service. The core element of a Men in Sheds provision is providing hands-on activities for men over 55. The ‘Sheds’ provide the space for older men to meet, socialise, learn new skills and take part in activities with other men.</p> <p>Men in Sheds aims to address the public health challenge of older men’s health. The service aims to:</p> <ul style="list-style-type: none"> <li>• enhance self-esteem and increase confidence</li> <li>• support men with long term health conditions</li> <li>• improve physical and mental health/emotional wellbeing</li> <li>• reduce the risk of social isolation and resultant poor health</li> <li>• facilitate friendship and companionship</li> <li>• provide an environment conducive to men’s learning and sharing of skills</li> <li>• offer respite opportunities for carers</li> <li>• improve access to services/activities and benefits for participants</li> </ul> <p>It’s well documented that men do not make friends easily, tending instead to gather acquaintances, many of whom fall away when there is a life changing event such as:</p> <ul style="list-style-type: none"> <li>• retirement</li> <li>• redundancy</li> <li>• deterioration in health</li> <li>• divorce or bereavement.</li> </ul> <p>By bringing the men together, in an environment where they feel comfortable enables the service to convey key health messages. Men, particularly those over 60, tend to be slower at going to the doctor for problems that might turn out to be serious. The men are encouraged to adopt a positive approach to good physical and mental health, with an emphasis on encouraging the men to understand that maintaining one’s health warrants more than just a visit to their local GP when they are sick. Having a regular check-up to maintain a good quality of life, engaging in</p>

good health practices to lower the risk of developing chronic disease, and building rewarding emotional relationships with their family and friends is key.

The images contained in this document are of service users accessing the provision in the Failsworth and Oldham sheds.



There is a strong emphasis on mental health and the Men in Sheds Service tries to increase the awareness of and reduce the stigma of depression and anxiety whilst also providing support for men with physical disabilities following health episodes such as suffering a stroke.

The Oldham council funding for the service is currently paid for through BCF grant. The aims of the BCF grant are that services should achieve the following:

*The Government is committed to the aim of person-centred care, with health, social care, housing and other public services working seamlessly together to provide better care. This type of integrated care is the key to strong, sustainable local health and care systems which prevent ill-health (where possible) and the need for care and avoid unnecessary hospital admissions. It also ensures that people receive high-quality care and support in the community.*

The Oldham Locality Plan for Health and Social Care Transformation 2016-2021 states that the successful delivery of the Plan will mean that:

*'The public expects services that promote healthy behaviours and independence and self-care and we reduce the dependency on high or institutionalised services'.*

The Future of Ageing in Greater Manchester published by New Economy and the GMCA advocates that:

*'supporting healthy ageing through social rather than medical approaches should be a driver which shapes wider policy and delivery'*

### **Service Outcomes**

Age UK Oldham use the wellbeing self-assessment tool to evaluate the impact of their Men in Sheds Service and this is completed every three months. The results of this evaluation for April to June 2019 are shown below.

- 87% of men reporting reduced social isolation

- 85% of men reporting increased wellbeing
- 91% of men reporting improved confidence and self-worth
- 5 men took up other services during this period.

The Men in Sheds service is a different service to traditional day care offerings and is regarded as an example of older people in Oldham helping themselves and their communities.

The service aims to support men to age better through a social approach. The service fits well strategically to the provision of health and social care services based on GP clusters. This is a community-based service which can offer something to men who otherwise would not attend local services. The service is also regarded an asset in terms of social prescribing, the Promoting Independent People (PIP) social prescribing team make frequent referrals to Men in Sheds.

There are links between the aims and objectives of the Men in Sheds service and local and national public health programmes. Implicit in the Men in Sheds model is prevention, both in respect of physical and mental health. In addition, the Men in Sheds service has co-production at the centre of everything that it does. It is a service that is largely driven by its users and shaped by them.



### **Service utilisation and costs**

#### **Men in Sheds Oldham – Current Service Model**

The Failsworth Men in Sheds service currently operates for two days a week between Tuesday and Wednesday. It provides two sessions a day (am & pm), with ten places in each session. The Greenfield Men in Sheds Service operates for two days a week on a Thursday and Friday. There are two full-time staff supporting the service, who are helped by a team of volunteers.

There are a number of different referral routes into the service, with the large numbers of referrals coming from the mental health team, the PIP (social prescribing) team and self-referral. The reason for someone being referred to the service in terms of their main presenting health problem is recorded. For both the Failsworth and Greenfield Service a high number of men are referred because of depression or early dementia.

80 places per week are provided. 58 men are currently using the service each week, this is because some may only attend one session and some men attend both morning and afternoon sessions. There is currently a waiting list with men waiting to access the service.



Ideally men attending the Men in Sheds service should move on from the service after six months. However, Age UK Oldham report that it has proved difficult in some cases for men to leave the service as they have not identified anywhere else that could meet their needs.

4000 places per year are provided over 50 weeks.  
400 sessions per year are provided over 50 weeks.  
CHASC pays £51,276 per annum out of BCF.  
This equates to £12.75 per place / 127.50 per session.

Age UK Oldham charge the men £2 per session attendance. With some of the men paying £4 to access the am & pm sessions. After previous dialogue with the Council Age UK Oldham reported that they temporarily increased subscriptions to £4 per session (£8 for the am & pm sessions) and after doing this they note that a significant proportion of regular customers ceased attending due to the increase. As a result, the charge has now been reverted back to £2 per session.

The men are required to bring their own lunch.

Annual Income generated for Age UK Oldham:

BCF Income	£51,275
Attendance charges	£ 5,000 (this income stream figure is reflective of the charges having been reduced for a period)
Income from sales	£ 3,000
<b>Total</b>	<b>£59,275</b>

Age UK Oldham have provided the following Expenditure information:

Overheads & Support costs	£23,694
Staff wages	£44,910

**Deficit subsidised by Age UK Oldham £9,329**

The link below takes you to the website for the service:

<https://www.ageuk.org.uk/oldham/our-services/leisure-and-social-activities/men-in-sheds/>

Men in Sheds operates out of 2 buildings, an old mill in Greenfield which is leased privately from Tanner Brothers, and Charles House in Failsworth which is leased from Unity partnership on a 'peppercorn rent'. Age UK have advised that this was transferred to them as a community asset in 2019 by Unity Partnership on the understanding that Age UK are responsible for the internal upkeep of the building. Age UK have advised that they want to retain the building for the Men in Sheds service as they are actively pursuing alternative funding for this service. Age UK have also advised that they would probably be able to find a use for the building if they are unable to continue delivering the Men In Sheds service and they therefore want to retain the use, and the upkeep responsibility for this building in the future.

### **What don't you know?**

Age UK Oldham have advised that they would struggle to provide the service if the council took the decision to cease funding and it is likely that ultimately the service would need to close.

If the funding was removed or reduced Age UK Oldham may try and keep the services running through other funding streams, such as charging service users an increased contribution. Before deciding on such a course of action, Age UK would need to consult with the users of the service to determine if this was viable. As explained above, when Age UK previously temporarily increased the subscription charge, this had a detrimental effect on attendance levels.

It would therefore be recommended that a detailed and robust consultation would be undertaken, explaining the reasons behind any proposed increases.

### 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	Older People	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Men over 50	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

3a	<b>Who have you consulted with?</b>
	Consultation has not yet taken place with Age UK service users given the information above.
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>
	In the event that this proposal is taken forward, a consultation with users of the services would need to be undertaken, the consultation would include an analysis of the groups affected if the decision was taken not to continue with the grant funding. Age UK would be expected to undertake this consultation.
3c	<b>What do you know?</b>

<b>3d</b>	<b>What don't you know?</b>	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	
	Disabled people	
	Particular ethnic groups	
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	Men over 50 would be impacted by the proposal
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	Age UK Oldham report that many of the men are of lower income groups and therefore they would be adversely affected.
	People in particular age groups	Men over 50
	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> )	

## Stage 4: Reducing / Mitigating the Impact

<b>4a</b>	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Reduce the funding rather than remove the funding	It may be feasible for age UK to moderately increase their attendance charges to replace / partially replace any reductions in funding. However, the session fees charged currently only generate £8000 per annum so this would be negligible. I.E. an increase of £1 per session to £3 would only generate an additional £4000.
	<b>Impact 2</b>	<b>Proposal</b>
	Some of the outcomes of the service contribute to the Public Health agenda.	It may be feasible to approach the Public Health team to assess their willingness to make a contribution to the funding for the service.
	<b>Impact 3</b>	<b>Proposal</b>

4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>

**Conclusion**

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

While the men in sheds service is highly regarded by those who use the service as well as health and social care professionals in the borough, it is relevant to note that the funding is aligned to IBCF resources. The council has not provided any guarantees to continue funding of the service beyond 31<sup>st</sup> March 2020.

There is concern that in the event funding was to cease for the Men in Sheds service there may be a consequence for the wider population. The case studies in this document provide examples where the existence of the service has prevented escalation onto more costly services. Orellana writing in Community Care regarding the benefits of day services on 4<sup>th</sup> January 2018 notes:

*There is clear evidence that they deliver valued outcomes that are highly relevant to social care and health policy themes, such as: promoting wellbeing; preventing/delaying deterioration; supporting people to retain independence; supporting carers; providing information, and ensuring people in receipt of care and support have a positive experience.*

<https://www.communitycare.co.uk/2018/01/04/day-centres-important-older-people-lack-money-shouldnt-jeopardise/>

The service provides an alternative to traditional models of day care and the outcomes achieved align closely to the objectives of social prescribing by addressing the men’s needs in a holistic way and supporting the men to take greater control of their own health.

**TO NOTE:**

**A version of this EIA was considered in October 2019.**

In October 2019 it was noted that we should look to a tapered budget reduction if possible, for the financial year 2020 -21 with a view to funding ceasing in its entirety from April 2021 onwards. Due to other priorities the 2020 in year budget reduction has not been realised. We have however agreed with age UK that the funding will not be renewed, and a 6 month notice period has been provided.

## Stage 5: Signature

<b>Role</b>	<b>Name</b>	<b>Date</b>
<b>Lead Officer</b>	Neil Clough	16.12.20
<b>Approver Signatures</b>	Helen Ramsden	December 2020

<b>EIA Review Date:</b>	TBC
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Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	Leisure and Youth Services Client
Budget Reduction Title :	Sport Development

### Budget Reduction Proposal - Detail and Objectives :

This proposal is to cease the delivery of Sport Development or negotiate with the Leisure Provider to take on the service.

Currently we have a mixed model of strategy and delivery for our sport and leisure provision. The council delivers its Sports Development in Schools Coaching programmes and its Education School Swimming Lessons. In addition, the Council provides the strategic oversight of all sport, leisure and physical activity including the client function of the Leisure Contract. It also manages the key strategic links to Sport England, National Governing Bodies of Sport and other regional/national bodies in order that it can take a strategic view of developing strategy and review of delivery, provide direction and expertise, and be the central point of contact.

This proposal is to remove the delivery aspect from the Council and seek to negotiate with the Leisure provider to take this element on ie Sport Development and School Swimming (School Swimming is covered in a separate budget reduction proposal). The Council would retain a much-reduced strategic element.

Potential savings:

- If the service was to cease the estimated saving would be £84,200
- If the service was to pass to the Leisure Provider, the saving would be £13,040 as it is likely we would need to provide the Leisure Provider with a subsidy of up to £71,160 to make this a viable prospect for them initially, however this would not include any overheads which the Leisure Provider would be expected to absorb. It is proposed that this subsidy would be reduced over time, and in future incorporated within a revised contact for leisure services, but this would need to be part of the negotiation with the provider. It is anticipated that by 2023/24 this subsidy could be reduced so that the full £84k saving could be realised. Continued in 'Additional information section\*\*

### 2020/21 Service Budget and Establishment

	£000
Employees	609
Other Operational Expenses	58
Income	(648)
<b>Total</b>	<b>19</b>

### Current Forecast (under) / overspend

	84
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### Number of posts (Full time equivalent)

	19.68
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(13)	0	0
Proposed Staffing Reductions (FTE)	19.68	0.00	0.00

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
It would release current use of Rock Street.
<b>Service Delivery</b>
The service would transfer to the Leisure Provider or cease - see additional info.
<b>Future expected outcomes</b>
Additional outputs and outcomes would need to be added to the Leisure contract. The alternate would be a loss of outcomes as outlined in additional info.
<b>Organisation</b>
The loss of a flexible workforce. Negotiation would need to take place on transfer of the service to the leisure provider - see additional info.
<b>Workforce</b>
Reduction in overall workforce.
<b>Communities and Service Users</b>
If transferred to the Leisure provider this would be minimal - albeit monitoring of quality would need to be considered.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
Potential impact on the Leisure Provider if they were to take this on. This should be positive.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
Current Leisure Provider	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Finance, HR and Legal.	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

Longer term this would ensure the Council is able to concentrate on facilitation, Strategy and the Client function of Sport, Leisure and Physical Activity.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
The Leisure provider did not take this on resulting in termination of the service.	The Council would need to work with schools to help them understand the market and identify alternative providers.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Initial conversation with Leisure provider.	Starting November 2020 and continuing into 2021.
Staff engagement and consultation.	January and Feb 2021.
Implementation Phase.	February to August 2021.
N/a	N/a



## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	09-Nov-2020	08-Jan-2021

### 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>The budget reduction proposal is between £84k and £13k and is based on 2 scenarios:</p> <ul style="list-style-type: none"> <li>- Ceasing the service would generate a saving of £84k. The contribution of £94k from Public Health is excluded in full.</li> <li>- Negotiate with the Leisure provider to take on this service. The saving would be dependant on negotiations but an initial assessment is a saving of £13k which relates to non pay costs. It is anticipated that the subsidy could be removed to Leisure Provider and the saving could increase to £84k from 2023/24. Further due diligence would be required around pensions and TUPE arrangements.</li> </ul>

Signed RO	22-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

**Additional Information (if required)**

Detail & objectives continued:

Ceasing provision is not recommended as this would have a negative impact on the availability of a quality sport and physical activity offer for schools and there would be longer term impacts on health and wellbeing of the population if schools reduced or stopped buying in these activities.

Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	Leisure and Youth Services Client
Budget Reduction Title :	School Swimming

### Budget Reduction Proposal - Detail and Objectives :

The proposal is to consider either stopping the School Swimming Service or asking the Leisure provider to take the service on.

Primary schools have a statutory obligation to deliver swimming lessons for their pupils. The Council's school swimming service support schools to deliver this statutory obligation. Other than the Leisure provider there are no other providers to deliver this who are based within the borough. The service currently uses pools managed by the local leisure provider to deliver the offer. Currently we have a mixed model of strategy and delivery for our sport and leisure provision. Other delivery elements of the Sports Development Service are included in a separate budget reduction proposal. The Council through review could retain a much-reduced strategic element. The council delivers its Sports Development in Schools Coaching programmes and its Education School Swimming Lessons. In addition, the Council provides the strategic oversight of all sport, leisure and physical activity including the client function of the leisure contract. The Council also manages the key strategic links to Sport England, National Governing Bodies of Sport and other regional/national bodies in order that it can take a strategic view of writing strategy and review of delivery, provide direction and expertise, and be the central point of contact. Under this proposal the Council would retain these strategic elements.

This proposal would be to consider removing the delivery aspect from the Council and seek to negotiate with the Leisure provider to take on the operational elements ie Swimming and Sport Development.

#### Potential Savings

-If the service was to stop the saving would be £11,190

-If the service was to pass over to the Leisure provider there may be a potential saving of £11,190, however the level of saving may be reduced if the Leisure Provider required a management fee to take on the service.

### 2020/21 Service Budget and Establishment

	£000
Employees	171
Other Operational Expenses	303
Income	(462)
<b>Total</b>	<b>12</b>

### Current Forecast (under) / overspend

	(45)
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### Number of posts (Full time equivalent)

	4.90
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(11)	0	0
Proposed Staffing Reductions (FTE)	4.90	0.00	0.00

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None
<b>Service Delivery</b>
The service would cease to be delivered by the Council.
<b>Future expected outcomes</b>
A need to ensure the curriculum is delivered and a delivery schedule would need to be added to the Leisure contract.
<b>Organisation</b>
Reduced burden dependant on TUPE arrangements.
<b>Workforce</b>
A potential reduction of 4.9 FTE
<b>Communities and Service Users</b>
The quality of the offer if transferred and subsequent delivery to schools would need to be monitored.
<b>Oldham Cares</b>
None
<b>Other Partner Organisations</b>
N/a

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
Current Leisure Provider	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Finance, HR and Legal	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

Less longer term liability

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
The Leisure provider not wanting to take on School Swimming.	The leisure provider has expressed an interest in taking on this opportunity.
Staff and Union objections.	In previous discussions staff and unions had expressed concerns related to terms and conditions and pensions. Early consultation and engagement would be required.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Formal decision on budget proposal.	4 March 2021.
N/a	N/a
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	16-Nov-2020	08-Jan-2021

### 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>The budget reduction proposal is £11k and is based on 2 scenarios:</p> <ul style="list-style-type: none"> <li>- Ceasing the service would generate a budgetary saving of £11k.</li> <li>- Negotiate with the Leisure provider to take on this service. The saving would be dependant on negotiations but an initial assessment is that there would be a saving of £11k which relates to non pay costs. Further due diligence would be required around pensions and TUPE arrangements.</li> </ul>

Signed RO	22-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

Reference :	REF-BR1-416
Responsible Officer :	Rebekah Sutcliffe
Cabinet Member :	Cllr A Chadderton
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	District Partnerships
Budget Reduction Title :	Districts Realignment

Budget Reduction Proposal - Detail and Objectives :
Reduce District staffing as we are now moving to a 5 geographical alignment of place based working.

2020/21 Service Budget and Establishment	£000
Employees	905
Other Operational Expenses	75
Income	(146)
<b>Total</b>	<b>834</b>

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	21.00
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(136)	0	0
Proposed Staffing Reductions (FTE)	3.00	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
Reduced levels of staff to manage the same if not increased demand.
<b>Future expected outcomes</b>
Reduced support to elected members taking on only more complex case work and not supporting members admin function.
<b>Organisation</b>
This will support the wider place based model of working aligning our structures to wider partners.
<b>Workforce</b>
Reduction of three staff - District Coordinator, Community Development Officer and Case Worker.
<b>Communities and Service Users</b>
The wider place based delivery model when fully operational will bring together multiple partners to problem solve and in addition the model will support our most vulnerable residents.
<b>Oldham Cares</b>
N/a
<b>Other Partner Organisations</b>
N/a

Who are the key stakeholders?

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



**Benefits to the organisation/staff/customers including performance improvements**

Alignment of Districts to wider place based model.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Loss of capacity to support elected members.	See additional information below.
Overall higher demand for the staffing levels.	Inevitably three less staff would result in less capacity. The Place based model however with the District Lead as a pivotal leader would increase efficiency and effectiveness of joining up the system.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Staff and union consultation to take place as per the MTFS timelines.	Jan & Feb 2021.
Formal decision on budget reduction proposal.	4 March 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
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 to align district staff to 5 geographical areas will result in a reduction of 3 FTE's.
The budget reduction is achievable from 2021-22 onwards.

Signed RO	15-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature	
Name and Date	Cllr A Chadderton 18-Jan-2021

**Additional Information (if required)**

**Risk 1 Mitigation:**

The elected members have been offered less support now since March 2020. A reorganisation of what members can expect from districts teams has taken place with priority given to the more complex cases. Further work would need to take place to provide appropriate and agreed levels of support for members with the understanding some tasks could no longer take place. A wider look on how we support members with admin support, for example, would need to take place.

Reference :	REF-BR1-418
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Responsible Officer :	Rebekah Sutcliffe
Cabinet Member :	Cllr A Chadderton
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	District Partnerships
Budget Reduction Title :	Reduction in Members Ward Budgets

<b>Budget Reduction Proposal - Detail and Objectives :</b>
Reduce the Elected Member Ward budgets from £6k per year to £5k per year.

2020/21 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	367
Income	(0)
<b>Total</b>	<b>367</b>

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0.00
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(60)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
Elected members currently use the personal budgets to support wider community activity and contribute to capital projects. Reducing this would cut the funding they can contribute. Members would not be able to support some ward community programmes/priorities.
<b>Future expected outcomes</b>
Reduction of community activity and projects.
<b>Organisation</b>
Some potential reputational impact if regular community activity is not delivered.
<b>Workforce</b>
None.
<b>Communities and Service Users</b>
Service users and communities would have less opportunity to seek support and funding from members.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
None.

Who are the key stakeholders?

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

**Benefits to the organisation/staff/customers including performance improvements**

A £60k contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
The main risk is the ability for members to fully fund projects and priorities.	Members would need to prioritise spend. Underspend also does exist from previous years.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Cabinet Member to discuss with all elected members cross party.	October 2020 to March 2021.
Formal decision on proposed budget reduction proposal.	4 March 2021.
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	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	08-Nov-2020	02-Feb-2021

### 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 of the elected members ward allocation from £6k to £5k will realise an ongoing saving of £60k.
The budget proposal is achievable from 2021-22.

Signed RO	15-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr A Chadderton	18-Jan-2021

Reference :	REF-BR1-432
Responsible Officer :	Rebekah Sutcliffe
Cabinet Member :	Cllr A Chadderton
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	District Partnerships
Budget Reduction Title :	Review of Elected Member Reserves

Budget Reduction Proposal - Detail and Objectives :
Reduce the Elected Members District Partnership Reserve following a review of commitments. In addition agree further work to be done to identify any other potential savings.

2020/21 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	0
Income	(0)
<b>Total</b>	0

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0.00
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(127)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	One-off
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None
<b>Service Delivery</b>
See additional information below.
<b>Future expected outcomes</b>
None
<b>Organisation</b>
No impact. A review of spend has taken place with each District Co-ordinator (DC) in partnership with members where appropriate and this has shown that the funding identified is now no longer required. See additional info below.
<b>Workforce</b>
None
<b>Communities and Service Users</b>
None on this specific saving.
<b>Oldham Cares</b>
None
<b>Other Partner Organisations</b>
None

Who are the key stakeholders?

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

**Benefits to the organisation/staff/customers including performance improvements**

A one-off £127k contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Minimal risk.	N/a
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Cabinet Member to discuss with all elected members cross party.	October 2020 to March 2021.
Formal decision on proposal.	4 March 2021.
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	not applicable	not applicable
Other	08-Nov-2020	02-Feb-2021

### 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 is to release uncommitted resources from the District Partnership Reserve. The review by the District Co-ordinators in August/September identified £127k which could be released from the reserve. This is a one year budget reduction proposal for 2021/22.

Signed RO	15-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature	
Name and Date	Cllr A Chadderton 18-Jan-2021

**Additional Information (if required)**

No impact on service delivery:

Elected members currently use their personal budgets to support wider community activity and contribution to capital works. Each member currently has £6k per year to support this. An exercise to identify underspend and subsequent reserves has taken place. The balance brought forward on the District Partnership Reserve for 2020/21 is currently £629,433. An initial minimum analysis of this total has resulted in this identified £126,909 one off saving. The initial analysis was done by the District Coordinator in partnership with elected members (where required). This amount represents historical commitments that are no longer required or have been funded from other sources. Further analysis work would now be required to identify what other savings could be made from these reserves. This would be in partnership with members.

Responsible Officer :	Julia Veall
Cabinet Member :	Cllr A Chadderton
Support Officer :	Paul Dernley

## BR1 - Section A

Service Area :	HR & Organisational Development
Budget Reduction Title :	HR Staffing Review

### Budget Reduction Proposal - Detail and Objectives :

Following a review of capacity in the Human Resources (HR)/ Organisational Development (OD) team to support delivery of the Workforce Strategy and the need to realign effort into the organisational development and design activity it has been possible to tie together some downsizing with voluntary redundancy requests within the team. This will mean some minor changes to how individuals are aligned to services while ensuring priorities are met. Some improvements to processes also show a reduction in support for the corporate training and development is feasible. Overall this will mean we are still within the good practice range of HR Advisors to workforce numbers but at the bottom end rather than the middle. As we concentrate on ensuring all our workforce have the skills they need the call on this specialist resource should reduce in any event e.g. managers feeling more confident in addressing underperformance.

The other part of the proposal will reduce the Facility Time available to the seconded Unison officials from 2.89 to 2.39 FTE. Current levels indicate that we have the scope to reduce seconded officer time to Unison and remain comparable with other GM local authorities i.e. in mid range of facility time provision. More effective use of local stewards will support the reduction and ensure membership support where needed. Separate facility time for other recognised unions remains unchanged.

The above reductions result in a net FTE reduction of 3.83 FTE and estimated recurring savings of £120k per annum. This will allow all Voluntary Redundancy and reduced hours applications to be approved in this service.

### 2020/21 Service Budget and Establishment

	£000
Employees	1,337
Other Operational Expenses	910
Income	(804)
<b>Total</b>	<b>1,443</b>

### Current Forecast (under) / overspend

194

### Number of posts (Full time equivalent)

30.07

	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(120)	0	0
Proposed Staffing Reductions (FTE)	3.83	0.00	0.00

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

Ongoing

## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
Impact on service delivery will be managed by the reallocation of duties and reconfiguration of the service as detailed.
<b>Future expected outcomes</b>
None.
<b>Organisation</b>
None.
<b>Workforce</b>
Unison will need to review the usage of local stewards to maintain current levels of coverage.
<b>Communities and Service Users</b>
None.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
None.

Who are the key stakeholders?

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

**Benefits to the organisation/staff/customers including performance improvements**

The proposed reconfiguration will improve HR Advisory service delivery and the embedding of the Workforce Strategy across Team Oldham.

## Section C

**Key Risks and Mitigations:**

<b>Risk</b>	<b>Mitigation</b>
Voluntary Applications are not approved.	All applications approved November 2020.
The reduction of Trade Union facility time is not permitted.	Reduction in facility time has been approved.
The implementation of the £95k cap results in the withdrawal of associated applications.	Proposals will be reviewed and may proceed in any event resulting in potential compulsory redundancies.

**Key Development and Delivery Milestones:**

<b>Milestone</b>	<b>Timeline</b>
Assessment of Voluntary Applications.	30th October 2020.
Leaving date for approved applicants.	31st December 2020.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	26-Oct-2020	31-Dec-2020
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>The proposal is to reduce the HR and Trade Union budget by £120k (equates to 3.83 FTE's) from 2021/22 onwards. The reduced fte's are based on applications from staff as part of the workforce reduction programme being offered to staff across the Council.</p> <p>The service has a current overspend of £194k however this is based on one off costs incurred by the service in 2020/21. The budget reduction proposal is achievable from 2021/22.</p>

Signed RO	22-Oct-2020
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Signed Finance	23-Oct-2020
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Cabinet Member Signature		
Name and Date	Cllr A Chadderton	18-Jan-2021



**Additional Information (if required)**

The other part of the proposal suggests a reduction in the facility time allocation for the staff seconded to Unison. It is critical that we maintain good industrial relations during a highly challenging time. The proposal is to reduce the time allocated from 2.89 to 2.39 which means we will be exactly in mid range when compared with both local government and industry standard. Because the allocation of time is based on membership of each union the allocation for Unite (0.4FTE) and GMB (0.8FTE) remains unaffected. The impact of this should be to show that the Unions are prepared to change and contribute to the overall financial challenge whilst continuing to support their members and the workforce at large.

Reference :	REF-BR1-413
Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr B Brownridge
Support Officer :	Sheena Macfarlane

## BR1 - Section A

Service Area :	Heritage Libraries and Arts
Budget Reduction Title :	Gallery Oldham

<b>Budget Reduction Proposal - Detail and Objectives :</b>
Closure of Gallery Oldham one day per week and consequent reduction in visitor services staffing.

2020/21 Service Budget and Establishment	£000
Employees	852
Other Operational Expenses	722
Income	(28)
<b>Total</b>	<b>1,546</b>

Current Forecast (under) / overspend	(99)
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Number of posts (Full time equivalent)	23.62
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(22)	0	0
Proposed Staffing Reductions (FTE)	0.94	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
Capacity, flexibility and income generating ability of service reduced. Relationship with key partners, service users and stakeholders could be affected.
<b>Future expected outcomes</b>
Negative impact on KPIs re visitor numbers and schools' access and on service objectives relating to widening access, increasing learning opportunities and employment opportunities, supporting town centre visitor economy and enhancing image of the borough.
<b>Organisation</b>
Reduced support for town centre cultural offer and development of visitor economy.
<b>Workforce</b>
Loss of established posts and reduction in casual hours. No redundancies expected due to vacant hours but changes to rota patterns and working hours will be required.
<b>Communities and Service Users</b>
Reduction in public access to free services and facilities for families, schools and regularly attending vulnerable groups.
<b>Oldham Cares</b>
Potential negative impact on wellbeing user groups Springboard dementia groups, Oldham Deaf Association, Henshaws, Oldham Stroke Association, Early Years service, Refugee and asylum seeker groups.
<b>Other Partner Organisations</b>
See Additional Information below.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
See Additional Information below.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
See Additional Information below.	
<b>Other (if yes please specify below)</b>	Yes
See Additional Information below.	

**Benefits to the organisation/staff/customers including performance improvements**

A £22k contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Reputational damage leading to loss of partnerships and income.	Stakeholder engagement.
Reduced access for regular attending schools, families and vulnerable groups.	User data analysis and engagement to determine preferred day of closure and if access can be facilitated for some on the closed day.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Staff engagement.	5th Nov 2020 – 15th Jan 2021.
User and stakeholder engagement.	16th Nov 2020 – 1st Feb 2021.
New rotas agreed.	29 January 2021.
Communications and messaging.	Starts 29 March 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

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

Disabled people	Yes
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	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 budget reduction to close Gallery Oldham one day per week will realise a saving of £22k which is achievable from 2021-22.

Signed RO	23-Dec-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr B Brownridge	18-Jan-2021

**Additional Information (if required)**

Impact on other partner organisations: (External partner stakeholders)

Reduced ability to support and benefit from strategic partners eg Tate British Museum, Natural History Museum etc and delivery partners eg Coliseum, Chai Ladies etc.

Other Council departments (Stakeholders):

People & Place, Lifelong Learning, Libraries, Northern Roots. Negative impact on whole site events and associated income generation and audience development opportunities.

Other key stakeholders:

External Partner Stakeholders:

Museum Development North West, Arts Council England, Manchester International Festival, Town Centre Partnership.

<b>Reference:</b>	<b>REF-BR1-413</b>
<b>Responsible Officer</b>	<b>Katrina Stephens</b>
<b>Cabinet Member:</b>	<b>Cllr B Brownridge</b>
<b>Support Officer</b>	<b>Sheena Macfarlane</b>

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Heritage, Libraries &amp; Arts</b>
<b>Budget Reduction Title:</b>	<b>Gallery Oldham</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>				
	Heritage, Libraries & Arts (Arts & Heritage Service)				
<b>1b</b>	<b>What is the project, policy or proposal?</b>				
	Close Gallery Oldham one day per week from 1 <sup>st</sup> April 2021				
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	To achieve a financial saving on visitor services costs				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	Any user groups who are unable to be accommodated due to the reduction in availability				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
Schools	<input checked="" 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 <b>NEGATIVE</b> 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?		
	Regularly attending groups and schools are being consulted which will help us determine which day to close. This will minimise the impact on groups particularly those which rely heavily on the availability of carers and transport to facilitate their visit. Gallery staff are also exploring the possibility of facilitating access on the closed day for any group which cannot be accommodated with the new open hours. Early indications are that none of the currently attending groups will be specifically impacted.		

## Signature

Role	Name	Date
Lead Officer	Sheena Macfarlane	18/01/2021
Approver Signatures	Katrina Stephens	18/01/2021

EIA Review Date:	TBC
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Reference :	REF-BR1-415
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Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr E Moores
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	Leisure and Youth Services Client
Budget Reduction Title :	Mahdlo Funding Reduction

<b>Budget Reduction Proposal - Detail and Objectives :</b>
Reduction of Mahdlo Budget. The Council currently makes an annual contribution to Mahdlo of £400k per annum and has done without reduction since its opening. Mahdlo receives funding from a number of sources. The budget reduction proposal is to reduce the council contribution by a total of £100k per annum in 2021/22 and an additional £100k per annum from 2022/23.

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	400
Income	(0)
<b>Total</b>	<b>400</b>

<b>Current Forecast (under) / overspend</b>	<b>0</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	(100)	(100)	0
<b>Proposed Staffing Reductions (FTE)</b>	0.00	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
See additional information below.
<b>Future expected outcomes</b>
See additional information.
<b>Organisation</b>
Mahdlo have received the same level of funding from the Council since 2012 and whilst other provision has seen a reduction this has not.
<b>Workforce</b>
Not known.
<b>Communities and Service Users</b>
Not fully known and would be dependant on how Mahdlo absorb the loss of income. It would need to consider how it delivers and in addition Mahdlo are being consulted on impact and mitigations.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
Loss of funding for Mahdlo.

Who are the key stakeholders?

<b>Staff</b>	No
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	Yes
Mahdlo Board.	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

## Benefits to the organisation/staff/customers including performance improvements

A potential improved structure and targeted offer.  
A contribution to the Council's budget savings requirement of £200K per annum by 2022/23.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Reduction of Youth provision.	Reorganisation of staffing and back office to mitigate the the loss. Less Youth Provision.
Mahdlo is also funded by local business including the Stoller Trust. The loss of income from the Council may create instability with others contributing.	The Council has supported Mahdlo since inception and clear comms would need to be developed alongside a conversation with the Mahdlo CEO and Board. The Council could support Mahdlo to help them reorganise and subsequently mitigate loss of activity to young people and support them in finding alternate options for delivery and potential funding.
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
Discussions with the Mahdlo Board Chair and CEO.	October 2020 to January 2021.
Support Mahdlo to work through impact.	October 2020 to mid January 2021.
Consideration of impacts and mitigations to take forward for decisions with lead Members and Cabinet.	February to March 2021.
Saving to commence if approved.	April 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	25-Oct-2020	24-Dec-2020

### 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 budget reduction proposal is to reduce the Council's contribution to Mahdlo by £100k in 2021-22 and a further £100k from 2022-23. The total on going budgetary saving from 2022-23 will be £200k per annum.

Signed RO	15-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr E Moores	18-Jan-2021

## Additional Information (if required)

To achieve the proposal Mahdlo would need to reorganise its activity and assess what is currently working and what staffing levels they have. The impact of the reduction could mean that they will deliver less activity for young people but this could be mitigated by them increasing their charges, patron and grant income. This has been identified as a key risk following discussion with Mahdlo. For example Onside their partner organisation has recently been successful in a multi million pound grant fund that Mahdlo should be able to access. The main offer is in the central youth zone. Albeit they do deliver some activity in Districts. The council funds contribute to the central youth offer and Mahdlo uses external funding for District activity (albeit it is recognised that young people do travel to Mahdlo from outlying districts). Mahdlo is a registered charity and state-of-the-art Youth Zone in the heart of Oldham for 8-19-year olds (up to 25 for young people with a disability). They are open 7 days a week, 50 weeks of the year, and offer a range of activities and opportunities that all young people from across Oldham can access for just 50p per session, as a member.

They deliver from their base on Egerton Street (the Hub) and in venues (spokes) across the districts of the Oldham borough. The majority of the activity is town centre based rather than spoke based. They structure their work within six key themes: Get Active (Sports); Get Creative (Arts); Get Sorted (personal development, crime prevention and health and wellbeing); Get Outdoors (outward bound and environmental activities); Get Connected (leadership, volunteering and citizenship); Get Ahead (employment and enterprise).

Delivery - at the main Mahdlo building:

- Junior Zone # 3 sessions per week for young people aged 8-12
- Senior Zone # 4 sessions per week for young people ages 13-25
- Family Ability Session # for C&YP with SEND and their families # 1 per week
- Ability multi activity session 1 per week
- Holiday Provision # Mon - Friday during School holiday times for ages 8-14 (paid for offer)
- Twilight sessions - Daily - Monday to Friday
- They also offer: Duke of Edinburgh Scheme - The D of E programme is available to all Mahdlo members aged 14 years and over.
- As a Mahdlo member they offer access to a variety of opportunities to support young people to help them complete each section of the award Get a job programme - A 6 week programme will provide you with the opportunity to learn necessary life skills that help young people to prepare for working life, but make sure you're ready for everything that goes along with having a job.
- NCS - Mahdlo Youth Zone is part of the National Citizen Service network. The National Citizen Service programme runs throughout England and Northern Ireland, an opportunity for those aged between 15 and 17. They run four-week programmes during the summer holidays, and bespoke programmes during school term-times.
- Mentoring Scheme - Mahdlo Mentoring scheme is designed to offer one-to-one support to young people aged 8-19.
- Delivery in the districts- Mahdlo have received funding from lotteries to deliver a district youth work offer. This is delivery of one youth work sessions per week in each district of Oldham (currently minimum of 6 per week)
- Membership and Reach- As of January 2020, Mahdlo reported: - 4,537 members (young people registered with the Youth zone), 1,534 members attending at least one session (35% of all members), 586 active members regularly attending (young people attending a session 3 or more times), that's 13% of members), Junior and Senior Zone session attendance averaged around 100 per evening - Mon - Fri and less than 100 for weekend sessions
- Funding. The Mahdlo organisation is funded via a number of means, including " A patron programme " Donations " Fundraising event " Project grants " Local Authority contribution "

Impact on future expected outcomes:

Potential loss of diversionary activity, youth work sessions and access to support for our young people. This could impact on young people's future aspirations, the ability for them to lead positive lives and access to opportunity. Mahdlo would need to reduce back office costs and increase external income and the Council is supportive of helping them review this.

Reference:	REF-BR1-415
Responsible Officer	Neil Consterdine
Cabinet Member:	Cllr Eddie Moores
Support Officer	Jodie Barber

## Equality Impact Assessment Tool

Service Area:	Youth, Leisure and Communities (Youth Service)
Budget Reduction Title:	Reduction of funding to Mahdlo

### Stage 1: Initial Assessment

1a	<b>Which service does this project, policy or proposal relate to?</b>				
	Mahdlo				
1b	<b>What is the project, policy or proposal?</b>				
	To reduce the funding awarded to Mahdlo by £200k over the next 2 financial years i.e. £100k in 2021/22 and a further £100k in 2022/23.				
1c	<b>What are the main aims of the project, policy or proposal?</b>				
	To reduce grant funding to Mahdlo, whilst minimising the impact on the ability to deliver services to young people.				
1d	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	The reduction in funding could have a negative impact upon young people primarily.				
1e	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 type="checkbox"/>	<input checked="" 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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
None Identified	<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 <b>NEGATIVE</b> 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?	

## Stage 2: What do you know?

What do you know already?
<p>The Council currently makes an annual contribution to Mahdlo of £400k per annum. The total Mahdlo operating budget is approx. £1.555 million. The budget reduction proposal is to reduce the council contribution by a total of £100k in 2021/22 and an additional £100k per annum in 2022/23. Total ongoing reduction of £200k by 2022/23. An initial £100k saving would represent just over 6.4% of the total operating budget and a total £200k saving would represent a 13% reduction.</p> <p><b>Pre Covid</b>  Mahdlo is a registered charity and state-of-the-art Youth Zone in the heart of Oldham for 8-19-year olds (up to 25 for young people with a disability). They are open 7 days a week, 52 weeks of the year, and offer a range of activities and opportunities that all young people from across Oldham can access for just 50p per session, as a member.  They deliver from their base on Egerton Street (the Hub) and in venues (spokes) across the districts of the Oldham borough.  They structure their work within six key themes:</p> <ul style="list-style-type: none"> <li>• Get Active (Sports);</li> <li>• Get Creative (Arts);</li> <li>• Get Sorted (personal development, crime prevention and health and wellbeing);</li> <li>• Get Outdoors (outward bound and environmental activities);</li> <li>• Get Connected (leadership, volunteering and citizenship);</li> <li>• Get Ahead (employment and enterprise).</li> </ul> <p><b>Delivery</b></p> <p><b>At the main Mahdlo building</b></p> <ul style="list-style-type: none"> <li>• Junior Zone – 3 sessions per week for young people aged 8-12</li> <li>• Senior Zone – 4 sessions per week for young people ages 13-25</li> <li>• Family Ability Session – for C&amp;YP with SEND and their families – 1 per week</li> <li>• Ability multi activity session 1 per week</li> <li>• Holiday Provision – Mon - Friday during School holiday times for ages 8-14 (paid for offer)</li> <li>• Twilight session – Daily – Monday to Friday</li> </ul> <p>They also offer:  <i>Duke of Edinburgh Scheme</i> - The D of E programme is available to all Mahdlo members aged 14 years and over. As a Mahdlo member they offer access to a variety of opportunities to support young people to help them complete each section of the award.</p>

*Get a job programme* - A 6 week programme will provide you with the opportunity to learn necessary life skills that help young people to prepare for working life, but make sure YP are ready for everything that goes along with having a job.

NCS - Mahdlo Youth Zone is part of the National Citizen Service network. The National Citizen Service programme runs throughout England and Northern Ireland, an opportunity for those aged between 15 and 17. They run four-week programmes during the summer holidays, and bespoke programmes during school term-times.

*Mentoring Scheme* - Mahdlo's Mentoring scheme is designed to offer one-to-one support to young people aged 8-19.

**Delivery in the districts.** Mahdlo have received funding from lotteries to deliver a district youth work offer. This is delivery of one youth work sessions per week in each district of Oldham (currently minimum of 6 per week)

### **Membership and Reach**

As of January 2020, Mahdlo reported:

- 4537 members (young people registered with the Youth zone)
- 1534 members attending at least one session (35% of all members)
- 586 active members regularly attending (young people attending a session 3 or more times), that's 13% of members)
- Junior and Senior Zone session attendance averaged around 100 per evening ( Mon – Fri and less than 100 for weekend sessions)

### **Funding**

The Mahdlo organisation is funded via a number of means, including

- A patron programme
- Donations
- Fundraising event
- Project grants
- Local Authority contribution

Since its opening, 9 years ago, The Local Authority have made a contribution of £400K per annum towards the cost of the Hub. Despite the Council having to make financial savings over this time period, which have included reductions in funding to VCS organisations, Mahdlo's Council funding has not reduced.

The accounts forecast operating costs for 20/21 including depreciation at £1.555m. Income forecast £1.610m. That includes the £400k from OMBC.

### **Since April 2020 - Covid**

Initially Mahdlo furloughed the majority of staff, keeping a core of 6 staff working

The centre had to close, and retaining staff delivered:

- Outreach visits to young people
- Telephone call contacts with young people
- Mentoring
- Online sessions
- Delivery of activity packs and care packs.

With restrictions changing and following NYA guidance Mahdlo widened the offer from July 2020.

- They have brought more staff back from Furlough



- Holiday programme during the summer term (limited number to reflect Covid Safe guidance)
- Junior and senior evening sessions – Limited to a max of 80 participants per session
- Mentoring programme
- Twilight sessions
- D of E scheme
- Targeted externally funded projects
- The numbers worked with have reduced dramatically in the past 7 months. With Number of members actively attending the Hub in July being 173.

With the new restrictions implemented in January 2021 Mahdlo have had to reduce the face to face offer they can deliver from their building. they are currently delivering outreach work, limited face to face work for vulnerable young people, Online sessions, telephone calls as well as supporting young people and families with food and care packages.

Throughout the Covid period the Council have continued with funding to Mahdlo and changed the payment schedule to monthly.

Mahdlo have continued to be supported by patrons and donations and have been able to organise some limited fund-raising activities.

They have also received financial support from other sources, for example:

*DCMS - OnSide* have been successful in securing £6million funding from DCMS to support the youth zones in its network, this funding will be used to 100% match any donations received between mid-July to March 21. Mahdlo, so far have pledged for £165k as well as the other donations. They will receive match funding for this from the DCMS charity support funding awarded to onside.

*Job Retention Scheme Bonus* - The government have implemented a JRS bonus to employers of £1,000 for every employee who return from furlough and are still employed at the end of January with minimum average earnings of £520 per month. Based on current staff profile Mahdlo have indicated they could potentially claim for up to 35 employees if they fulfil these requirements.

Following the publication of the Council's consultation process on a range of budget saving proposals, which was launched on 9<sup>th</sup> November 2020, discussions have taken place between the Assistant Director for Youth, Leisure and Communities and the Chief Executive and Chair of Mahdlo Board with regards to the proposal to reduce funding. The discussions have included exploring how the Council could provide support to Mahdlo to absorb the budget reductions whilst mitigating the impact on service delivery. Furthermore, Mahdlo are currently undertaking a consultation with service users and the public in relation to the Council's proposal and this is currently ongoing.

The Council is also undertaking consultation in the form of focus groups with young people to discuss the impact of the full range of budget reductions which could impact on this target group (i.e. with specific focus on the savings which impact upon children and young people)

<b>What don't you know?</b>
Formal consultation has now commenced with Mahdlo ( w/c 4 <sup>th</sup> January) to determine the actual impact upon service users arising from the proposal to reduce funding over the next two financial years. The Council have provided a template for completion by Mahdlo to identify the impact to service users, including any consequences in relation to staffing and service delivery, so that this information can inform the EIA. They will be further asked to identify any opportunities to mitigate the impact. The Council have also met with the interim CEO and Members of the Board to discuss the proposed budget reductions. Following completion, by Mahdlo, of the impact template, council officers will meet with the Interim CEO to discuss the information submitted .(This will be informed by the outcome of the consultation which Mahdlo are currently undertaking.) The Council wants to explore the potential to delete any current vacant posts from the staffing structures, which would minimise the impact of the reduction and explore opportunities to seek grant funding from alternative sources.
<b>Further Data Collection</b>
<b>This will form part of the formal consultation with Mahdlo.</b>

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

<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<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?

<b>3a</b>	<b>Who have you consulted with?</b>
	We have directly consulted with Mahdlo – Chief executive officer and members of the Mahdlo Board.

	<p>Mahdlo have consulted with their stakeholders and are undertaking additional consultation with their members and families. They will forward the results of this consultation to us when completed.</p> <p>Mahdlo have also launched an online petition calling for support in asking the council to reconsider the proposed budget cuts to Mahdlo.</p>
<b>3b</b>	<p><b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b></p> <ul style="list-style-type: none"> <li>• Monday 9 November 2020 -Public consultation commenced on budget saving proposals. We have supported targeted participation in the public consultation with groups of young people</li> <li>• Tuesday 3 November 2020 - Meeting held between Assistant Director for Youth, Leisure &amp; Communities, and Chief Executive and Chair of Mahdlo.</li> <li>• Tuesday 24 November 2020 -Assistant Director for Youth, Leisure &amp; Communities discussed the proposals with the Mahdlo Board.</li> <li>• Friday 18 December 2020 - Letter sent to Mahdlo requesting information about what the impact on the organisation and service users would be if funding was to be cut. This includes a request for information about whether there would be a disproportionate impact on certain groups of people.</li> <li>• Tuesday 13th January - Meeting with CEO and Member of Mahdlo Board requested by Mahdlo to share their thoughts on the budget proposals with Cllr Eddie Moores, Strategic Director of Communities and Reform, Director of Public Health, Assistant Director for Youth, Leisure &amp; Communities and Head of Youth Service.</li> <li>• Impact consultation document submitted by Mahdlo on Monday 18th Jan</li> <li>• Meeting with Mahdlo CEO and Board member and Assistant Director for Youth, Leisure &amp; Communities, Head of Youth Service and Stronger Communities Team Manager to discuss impact assessment submission from Mahdlo.</li> <li>• Friday 22<sup>nd</sup> January 2020 – meeting with Head of Youth Service met with CEO Mahdlo to provide further support on completion impact submission</li> <li>• Sunday 24<sup>th</sup> January – Mahdlo resubmitted impact assessment information and provided other supporting documents (see attached)</li> </ul>
<b>3c</b>	<p><b>What do you know?</b></p> <p>The submission of the impact assessment of the budget reductions provided by Mahdlo is attached.</p> <p>Mahdlo are shared that the proposed reduction in funding would result in the following posts being removed from the structure</p> <p>Year 1.</p> <ul style="list-style-type: none"> <li>• The Deputy CEO role responsible for fundraising, marketing and strategy Annual Salary with on costs: £47,444</li> <li>• Sessional Fundraising support at a cost of £7,800</li> <li>• Get Outdoors Coordinator. Annual Salary with on costs: £12,700</li> <li>• 10 sessional members of staff redundant by removing 36 hours a week of sessional face to face support. Cost: £19,100</li> </ul>

- All freelance support to enhance the Mahdlo offer providing young people with a diverse range of activities in sports and the arts Cost: £13,000

**Total cost: £100,044**

The main impact on delivery schedule will be:

- Ceasing the Duke of Edinburgh open access scheme.
- Ceasing 5 twilight sessions per week.
- Reduction of number of staff in some sessions

Other delivery impacts:

- Reduction in some activities available such as get outdoors, trampolining, archery and arts currently provided by free-lance professionals
- Reduction in capacity to seek external funding opportunities for activity and projects.
- Reduction in staffing levels in some sessions.
- Increase in responsibilities and tasks for some staff to pick up some of the tasks from redundant posts

Year 2

The posts below are currently externally funded. If Mahdlo were unable to obtain further funding, they would look to continue delivery through core budget. If further funding isn't secured would not be able to fund from core budget so £100k reduction would result in removal of following posts

- District Co-ordinator Annual salary with on costs: £26,710
- District Lead Youth Worker Annual salary with on costs: £18,224
- 60 hours sessional hours - up to 12 district sessional members of staff Cost: £36,200
- Employability Co-ordinator (19hrs) Annual salary with on costs: £11,900
- Mental Health and Wellbeing Coordinator post would be reduced to part time hours.
- Annual salary with on costs: £13,100 Contracted hours would reduce by: 19

Total cost: £105,910

Main impact of delivery schedule would be:

- Ceasing the delivery of a district offer
- Ceasing the pickup service ( transportation service for young people in district to access the Mahdlo centre for sessions in the evening)
- Ceasing delivery of employability programme
- Reduction in mental health and wellbeing post and targeted offer.

These are currently externally funded, and further external funding would be required to enable the work to continue. Mahdlo have stated they would look to fund these from their core budget, but this would not be possible with a £100k reduction in council funding. Mahdlo have also shared they have taken action this year to reduce their revenue costs by £300,000 reducing management, back office roles and reducing open hours on a Sunday.

<b>3d</b>	<b>What don't you know?</b>	
	<p>We don't know if the impacts in Year 2 (2022-2023) will be mitigated by any potential fund raising Mahdlo are able to achieve in the next 12 months.</p> <p>Mahdlo have indicated that a reduction in funding from Oldham Council could potentially impact on contributions from patrons and the business sector, however at the time of preparing this EIA we are unable to confirm/evidence if this would be the case</p>	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	There will be a reduction in activities delivered by Mahdlo which could impact upon a number of the target groups, but not all disproportionately
	Disabled people	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
	Particular ethnic groups	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
	People of particular sexual orientation/s	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
	People in a Marriage or Civic Partnership	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
	People on low incomes	Possible impact on NEET young people as a result of the withdrawal of activity to support this target group
	People in particular age groups	There will be a disproportionate impact upon young people as a result of the proposed budget reduction
	Groups with particular faiths and beliefs	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
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	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	NEET / Low Incomes	Mahdlo propose to cease the post of Employability Co-ordinator in 2022/23. This provides employability project for NEET young people. There are a number of other service providers that work with this cohort of individuals and we are confident that there is sufficient capacity/provision within the Borough to support this target group.
	<b>Impact 2</b>	<b>Proposal</b>
	Young People – Get Outdoors Co-ordinator	Mahdlo propose to cease the post ‘Get Outdoors’ Coordinator this will result in ceasing delivery of the Duke of Edinburgh Scheme in 2021/22. Most secondary schools across the borough are direct delivery centres for the Duke of Edinburgh Scheme so opportunities to participate will still be available to young people.
	<b>Impact 3</b>	<b>Proposal</b>
	Reduction in twilight Sessions for Young people	Mahdlo propose that the twilight youth sessions they deliver will cease due to reduction in staffing. There is potential to explore working in partnership with other providers and organisations to co-deliver sessions at Mahdlo to increase staffing capacity.
	<b>Impact 4</b>	<b>Proposal</b>
	Young people - reduction in types of activity being developed	Mahdlo propose they will remove the funding for freelance staffing to deliver specific specialist activity such as trampolining, archery, some music and some Dance. This will potentially reduce the range of activities available but could be mitigated by existing staff with these skills offering activities or working in partnership with organisations that deliver these activities as well as sign posting young people to other providers of these types of activities
	<b>Impact 5</b>	<b>Proposal</b>
Young people – District Offer	Mahdlo propose that the reduction in funding in Year 2 could potentially mean the district offer from Mahdlo would cease ( this is currently externally funded). Mitigation could include Mahdlo applying for further external funding for these roles over the next 12 months. That young people currently accessing the Mahdlo district offer are supported to access other youth provision within their districts currently offered by Oldham council, and VCS organisations.	
<b>Impact 6</b>	<b>Proposal</b>	
Young people – reduction in mental health and wellbeing post and targeted offer	Mahdlo propose that a reduction in funding in year 2 would lead to a reduction in hours of the post of health and wellbeing Officer. This would reduce	

		the capacity of this member of staff to deliver targeted mental health and wellbeing support to young people. Mitigation could include Mahdlo applying for further external funding for these roles over the next 12 months. There are a number of other service providers that work with this cohort of young people and we are confident that there is sufficient opportunity provision within the Borough to sign post young people to appropriate support.
	<b>Impact 7</b>	<b>Proposal</b>
	Young people – loss of pick up service	Mahdlo propose that a reduction in funding in year 2 would mean they would cease their pick up service (a minibus collection service for young people in Oldham Districts providing transport to and from the Mahdlo Centre.) Mitigation of this would be to sign post young people to other local youth provision within their locality or make a nominal charge for this service to cover costs
	<b>Impact 8</b>	<b>Proposal</b>
	Reduction in capacity for Fund raising	Mahdlo have proposed that reduction in staffing (in particular Deputy CEO and fundraising sessions staff) will reduce capacity to secure External funding. We are exploring how through our social value work we can increase the opportunities for Mahdlo to benefit from funding that is secured via this route.
	<b>Impact 9</b>	<b>Proposal</b>
	Reduction in Funding	The proposal to reduce funding over two financial years has been made in order to assist Mahdlo to develop a sustainable business model and help mitigate the impact in taking the £200k saving in 2021/22.

<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	No
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	We undertake quarterly monitoring meetings with the CEO of Mahdlo and the Head of Youth Service and Commissioning Manger. We will monitor impact via this process.

<b>Conclusion</b>	
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>	
In conclusion there is potential for a disproportionate adverse impact upon young people, including NEET and those from low income families and some reduction in activities available to all young people. Steps to reduce and mitigate are outline above in section 4	

## Stage 5: Signature

Role	Name	Date
Lead Officer	Jodie Barber	18th December 2020
Approver Signatures	Neil Consterdine	18 <sup>th</sup> December 2020
		

EIA Review Date:	25 <sup>th</sup> January 2021
EIA reviewed Date:	01/02/2021



Reference :	REF-BR1-417
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Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr E Moores
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	Leisure and Youth Services Client
Budget Reduction Title :	Youth Service Kerching

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>This is a reduction from our central youth service provision and specifically the kerching budget which is a Youth Council managed budget that supports the provision of young peoples activity and the commission of mental health services Kooth.</p>

2020/21 Service Budget and Establishment	£000
Employees	231
Other Operational Expenses	128
Income	(110)
<b>Total</b>	<b>249</b>

Current Forecast (under) / overspend	(9)
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Number of posts (Full time equivalent)	6.42
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(37)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
No impact.
<b>Service Delivery</b>
See additional information below.
<b>Future expected outcomes</b>
See additional information below.
<b>Organisation</b>
Reputational risk with Young people and the impact of disinvestment.
<b>Workforce</b>
No Impact.
<b>Communities and Service Users</b>
Less opportunities to engage in activity for young people.
<b>Oldham Cares</b>
N/A
<b>Other Partner Organisations</b>
Less access to funding.

Who are the key stakeholders?

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

**Benefits to the organisation/staff/customers including performance improvements**

A £37k contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Challenge from Young People	Wider impact of the savings needs to be clearly articulated to young people and the saving in this area does not impact on Youth Workers who provide support for young people.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Young people engagement.	Prior to December 2020.
Formal decision on budget reduction proposal.	4 March 2021.
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	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
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
<p>Within the central Youth Service budget is provision for the Kerrching grant of £37k.</p> <p>The cessation of the grant payment will realise a budgetary saving from 2021-22.</p>

Signed RO	22-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr E Moores	18-Jan-2021

**Additional Information (if required)**

Impact on Service Delivery:

This is a reduction from our central youth service provision and specifically the kerching budget which is a youth council managed budget that supports the provision of young peoples activity and the commission of mental health services. Our young people manage the commissions and ask for expressions of interest from other young people groups to deliver targeted activity in our communities. In addition it originally supported the delivery cost of Kooth but this is now funded elsewhere. The impact is less youth activity but of note through external funding a District Team has now been established to support youth activity in our Districts.

Impact on Future Expected Outcomes:

Engagement of young people to support overall wellbeing is important. By having less community activity and support will impact on this and also reduce things for young people to do potentially increasing ASB. However critical is that Kooth is now funded elsewhere resulting in a maintained offer and in addition District Youth Teams are also now operational increasing opportunity for young people.

Reference:	REF-BR1-417
Responsible Officer	Neil Consterdine
Cabinet Member:	Cllr Eddie Moores
Support Officer	Jodie Barber

## Equality Impact Assessment Tool

Service Area:	Youth, Leisure and Communities (Youth Service)
Budget Reduction Title:	Youth Service Kerrching

### Stage 1: Initial Assessment

1a	<b>Which service does this project, policy or proposal relate to?</b>				
	Youth Service – Kerrching Funding				
1b	<b>What is the project, policy or proposal?</b>				
	Kerrching Funding by £37,000				
1c	<b>What are the main aims of the project, policy or proposal?</b>				
	To reduce Kerrching Funding by £37,000				
1d	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	The reduction in funding could have a negative impact upon young people primarily, However, given the changes in how Kooth.com is now commissioned by the CCG this shouldn't have a negative impact.				
1e	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
None Identified	<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 <b>NEGATIVE</b> 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? The impact is minimal on any persons as the Kooth service that was funded using this money is now being commissioned by the CCG so there is no impact or reduction on the service for young people		

## Stage 2: What do you know?

<b>What do you know already?</b>
<p>Oldham Council currently supplies a sum of money known as the Kerrching budget to Oldham Youth Council, to spend on activities for young people. The funding has previously been used to commission Kooth.com, an online mental health service for young people as well as other youth activities.</p> <p>In 2019 the CCG agreed to take over the commissioning of Kooth.com after consultation with the Youth Council.</p> <p>In light of this change of funding provider the proposal is to reduce the allocation of Kerrching Funding by £37,000.</p> <p>This will have no impact on the provision of Kooth.com as this service is now paid for by Oldham CCG and continues to be delivered in Oldham</p> <p>The young people of the Youth Council were consulted about this and were in full agreement</p>
<b>What don't you know?</b>
<p>We do not know, if the CCG will continue to fund the Kooth Service long term. This is reviewed annually by The CCG but there is a strong case for it to continue to be commissioned as a well-used and effective service.</p>
<b>Further Data Collection</b>

## 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"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	<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?

<b>3a</b>	<b>Who have you consulted with?</b>	
	Members of Oldham Youth Council	
<b>3b</b>	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	The Youth Council agreed in 2019 that the CCG would take over the commission for Kooth,.com. The youth council were consulted 11 <sup>th</sup> November via a group meeting re the Proposal to reduce the Kerrching Funding by £37,000. The proposal was shared with the youth council members present.	
<b>3c</b>	<b>What do you know?</b>	
	The Youth Councillors agreed with the proposal as the Kooth,.com service has been commissioned by the CCG	
<b>3d</b>	<b>What don't you know?</b>	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	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 (e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces)	none
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## Stage 4: Reducing / Mitigating the Impact

<b>4a</b>	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	No impact	
	<b>Impact 2</b>	<b>Proposal</b>
	<b>Impact 3</b>	<b>Proposal</b>

<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>	
	no	
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
	N/A	

<b>Conclusion</b>	
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>	
As the commissioning of the Kooth.com provision now sits with the CCG and this is now being commissioned from the CCG we are concluding that there is no impact to young people resulting from this proposed saving proposal.	

## Stage 5: Signature

Role	Name	Date
Lead Officer	Jodie Barber	11 <sup>th</sup> December 2020
Approver Signatures	Neil Consterdine	11 <sup>th</sup> December 2020
		

<b>EIA Review Date:</b>	Spring 2021
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<b>Reference :</b>	<b>CHS-BR1-442</b>
<b>Responsible Officer :</b>	<b>Gerard Jones</b>
<b>Cabinet Member :</b>	<b>Cllr A Chadderton</b>
<b>Support Officer :</b>	<b>Elaine Devaney</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Children in Care</b>
<b>Budget Reduction Title :</b>	<b>Early Help Staffing Efficiencies</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The Family Connect Service is being restructured to create an integrated Children's front-door in the MASH and move to a district model of service delivery.</p> <p>The new model will:</p> <ul style="list-style-type: none"> <li>• Provide an integrated front-door with children's services, with early help casework in the Mosaic system and a new combined referral portal</li> <li>• A simplified team structure organised around Oldham's five districts, supporting a team around the place model for supporting families, working closely with schools and other partners</li> <li>• Alignment, and co-ordinated service delivery with the re-commissioned all age early intervention offer in each district</li> </ul> <p>The simplification of the team structure and integration of the front-door team will realise limited staffing efficiencies in 2021/22 without impacting on early help service delivery.</p> <p>This proposal links to an Early Help re-organisation, which will deliver more significant savings in subsequent years as a result of wider changes linked to service integration.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	2,894
Other Operational Expenses	0
Income	(0)
<b>Total</b>	<b>2,894</b>

<b>Current Forecast (under) / overspend</b>	<b>(120)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>76.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(40)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>1.50</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Limited change from staffing reduction. Greater change as a result of wider increase in staff working from home and hotdesking. Will link to wider proposals around the assets required by partners in each district.
<b>Service Delivery</b>
Saving to be delivered by improved service efficiencies as a result of re-modelled operation of service and use of IT systems, without impacting on Early Help service delivery.
<b>Future expected outcomes</b>
Wider restructuring of service is intended to improve partnership Early Help offer within districts, leading to reduced volume of referrals into MASH and reduced progression of children into social care.
<b>Organisation</b>
Reorganised teams will be working closely with other Council district based teams.
<b>Workforce</b>
The reorganisation will create a small net loss of jobs, which would come primarily from integrated line management with other services. Restructure will require a full consultation process with staff in the service.
<b>Communities and Service Users</b>
The proposal forms part of the wider development of the district offer, which seeks to strengthen the local community offer. The commissioned early intervention offer includes a community hub offer for households seeking support.
<b>Oldham Cares</b>
The subsequent Early Help reorganisation will involve a wider range of partners including those from health in creating a multi-agency integrated offer.
<b>Other Partner Organisations</b>
See additional information.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
See additional information.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
See additional information.	
<b>Other (if yes please specify below)</b>	No
N/a	

## Benefits to the organisation/staff/customers including performance improvements

Improved partnership early help offer to deliver earliest possible help to children and families, in order to prevent escalation of need to higher levels of support and reduce re-referrals of children and families into services.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Adverse social and economic impact of Covid-19 on communities will impact on potential for service improvements to achieve intended improvement in service outcomes and reduced referrals for specialist support.	Work with partners to maximise collective impact of improved early help offer.
N/a	N/a
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
Outline proposals to Departmental Management Team (DMT).	9 November.
Job descriptions in job evaluation.	Mid November to mid December 2020.
Restructure report to DMT.	8 December.
Formal staff consultation.	4 January 2021 - 18 February 2021.
Revise proposals and complete sign off.	Mid February 2021.
Restructure of Family Connect Service complete.	31 March 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
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>The proposal is to restructure the Early Help and Family Support Service with a simplified team structure that will realise staffing efficiencies of £40k (1.5FTE) in 2021/22 across the combined staffing budgets (totalling £2,854k).</p> <p>It should be noted that this proposal links to a separate, future years proposal for Early Help re-organisation, which will deliver more significant savings in 2022/23 and 2023/24. The Early Help service has consistently delivered, as a minimum, a balanced outturn and is forecast to do so again in 2020/21, for this reason it is envisaged that the proposed efficiency can be delivered.</p>

Signed RO	11-Dec-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr A Chadderton	18-Jan-2021

## Additional Information (if required)

Impact on other partner organisations:

The recommissioned Early Intervention offer will commence from 1 January 2021, and will be working closely with Council Early Help teams in providing Early Help support to children and families. A range of other partners in universal and targeted services will also be contributing to delivery of the refreshed Early Help strategy.

External partners:

Commissioned early intervention provider, health visitors, GPs, mental health and other services supporting children and families.

Other Council departments:

Other teams working with children and families in districts, including: children's social care, early years, education inclusion, district teams, community safety, housing.

Responsible Officer :	Gerard Jones
Cabinet Member :	Cllr E Moores
Support Officer :	Elaine Devaney

## BR1 - Section A

Service Area :	Children in Care
Budget Reduction Title :	External Placements Cost Avoidance

### Budget Reduction Proposal - Detail and Objectives :

**Proposal Objectives:**

To reduce spend on external placements by £1m using cost avoidance measures by the end of 2022/23.

**Budget Background Context:**

Children's Social Care budget (2020/21) for external placements has had a budget reduction of £934k applied for the current financial year linked, historically, to the previous service operating structure resulting in a budget of £7,890k for external placements and Independent Fostering Agencies (IFAs). There is a continued and significant pressure with predicted spend of £13,410k resulting in a forecast overspend of £5,520k for 2020/21. In addition to the unachievable budget reduction £1,320k of the additional placement cost pressures is due to the impact of COVID and on court directed placements which is included in the projected spend for 2020/21.

**Residential placements variation over the last 18 months:**

April 2019	33	£4,329 per week
October 2019	27	£4,086 per week
April 2020	38	£4,110 per week
October 2020	48	£4,410 per week

Whilst there was a decline in residential placement numbers from April to October 2019 there has been a significant increase in the last 18 months, with more complex needs of individual children resulting in higher payment costs. (Continued in additional information)

### 2020/21 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	7,890
Income	(0)
<b>Total</b>	<b>7,890</b>

### Current Forecast (under) / overspend

5,520

### Number of posts (Full time equivalent)

0.00

	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(500)	(500)	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

Ongoing

## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Review of existing residential assets and their purpose.
<b>Service Delivery</b>
Increased focus on earlier intervention, prevention and edge of care, as well as internal placement provision- including fostering and the Adolescent Support Unit (ASU).
<b>Future expected outcomes</b>
Greater internal placement capacity alongside timely planning and scrutiny to return children home when its safe to do so, and to seek early permanence should reduce and manage our demand and flow.
<b>Organisation</b>
N/a
<b>Workforce</b>
Social Work staff will need to operate in line with core principles and practices whilst maintaining an awareness of risk, balancing each circumstance against the risks of not entering into LA care.
<b>Communities and Service Users</b>
N/a
<b>Oldham Cares</b>
N/a
<b>Other Partner Organisations</b>
N/a

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	No
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	Yes
CSC Social Worker staff & Management.	



## Benefits to the organisation/staff/customers including performance improvements

Reducing the number of external placements (or specifically, mitigating new placements where possible to allow for current placements to expire due to age or step down) will improve the quality of care and outcomes our Children Looked After (CLA) achieve as they are more likely to be placed within Oldham Local Authority (LA) boundaries, and therefore in receipt of Oldham's wrap around health and social care offer rather than an outside LA.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Internal Fostering/Kinship fostering capacity cannot meet demand from inflow/step down CLA placements.	See additional information.
Current external placements may not be appropriate, or over time may become inappropriate for the CLA's needs.	Continue to conduct placement review panels to ascertain the appropriateness of all current external placements.
Internal provision does not provide enough fostering capacity, this would lead to reliance on external provision where fostering placements are not found.	Expediate decision making on the Residential Review/Sufficiency Strategy proposals and rapidly execute actions to enhance internal provision capacity in line with current and projected future demand.

### Key Development and Delivery Milestones:

Milestone	Timeline
Restart the placement panel review process.	From November 2020, on a monthly basis.
Review existing internal residential provision and make recommendations on transforming our offer.	Dec 2020.
Develop redesigned residential offer.	April 2021.
Transition to new model.	July 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

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

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


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

<b>Finance Comments</b>
See additional information.

Signed RO	11-Dec-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr E Moores	18-Jan-2021

## Additional Information (if required)

Detail and objectives (Continued):

Key assumptions:

- 1)Based on our current trend we expect to see further demand for complex need residential placements in 2021-22
- 2)Social care expenditure is disaggregated from education and health expenditure in the values below – it is assumed that this expenditure ratio will remain unaltered throughout the period.
- 3)To reduce this overspend by £1,000,000 we would need to reduce residential placements by 5.

Cost Avoidance Activity:

Scrutiny across the system has resulted in mitigating £622,462 of additional costs in 2020-21

Actions to Mitigate Placement Demand and Costs:

- 1.New into Care Panel to provide oversight and planning for children entering the care system
- 2.Access to Resources Panel, weekly scrutiny with partner agencies to scrutinise and review all placement costs and to prevent children coming into care or to support rehabilitation at home as soon as possible.
- 3.Public Law Outline meeting to scrutinise all higher level needs to prevent children coming into care where it is safe and appropriate to do so.
- 4.Permanence planning monthly meeting scrutinising progress of plans through legal exit routes and rehabilitation home for young people
- 5.Legal Gateway monthly meetings to ensure pre proceedings preventative support is in place for families to mitigate risk. Where proceedings are necessary swift action is into court proceedings in a timely way.
- 6.Case closure monitoring meeting giving management challenge and decision making that where appropriate to do so cases are stepped down or closed.
- 7.Monthly placement contract review meetings detailing scrutiny of costs
- 8.Fostering placement stability and exemptions meeting to prevent escalation into more expensive placements and to agree whether fostering provision could be safely stretched.
- 9.Review of placement contracts value to explore 1% cost reduction.
- 10.Moving forward, commissioning (placements officers) are to attend all disruption meetings to mitigate risks of placement breakdown and the 'My place My home' placement request form is to be used for all external placement searches including Independent Fostering Agencies (IFAs).
- 11.Develop fostering provision for complex need young people developing solo and sibling placements. Creating a hub and spoke model fostering provision
- 12.Alongside the fostering model developing a no wrong door model of a short-term assessment/respite residential provision with therapeutic, education and family worker /advocate support
- 13.Achieved safe exits from care where appropriate among the cohort of 16+ Looked After Children going through "Going Home" Audits
- 14.Develop initiatives to bring young people back into borough and developing internal resources and commissioning strategy to mitigate the need for young people to be placed out of borough.

## Additional Information (if required)

### Risk 1 mitigation:

Ensure core social work activity includes robustly assessing all family members to ascertain those individuals who be eligible as kinship foster carers or who may look after the Children & Young People (CYP) as an alternative to them entering care at all.

Continue to develop mainstream fostering offer with specialised capacity for Children with Disabilities (CWD) and respite placements alongside a general uplift in Groups 1-5 skilled foster carers via the refreshed group skills payment policy.

### Finance Comments:

Placements within Children's Social Care has been under financial pressure for a number of years. There is predicted pressure of £5,520k, in part as a result of not being able to deliver budget reductions and also as a result of COVID-19, notwithstanding which, as demonstrated elsewhere, demand continues to increase. The proposal is to reduce the cost base for placements by £1,000k, equally over two financial years 2021/22 and 2022/23, clearly this will be a significant challenge particularly in the current operating environment and with the impact of COVID likely to be felt for a prolonged period. Measures have been put in place and continue to be developed, which together with longer term strategic actions (that will have a longer lead in time), will place the service in a strong position to deliver the reduction. Clearly there is a risk attached to the delivery of the cost reduction and finance colleagues will work closely with service colleagues to monitor and assist wherever possible in the delivery of the cost reduction.

	<b>Reference:</b>	<b>CHS-BR1-443</b>
<b>Responsible Officer</b>	<b>Elaine Devaney</b>	
<b>Cabinet Member:</b>	<b>Cllr Eddie Moores</b>	
<b>Support Officers</b>	<b>Shirley Woods-Gallagher and Sara Scholey</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Children's Social Care</b>
<b>Budget Reduction Title:</b>	<b>Out of borough placement budget</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>				
	MTFP				
<b>1b</b>	<b>What is the project, policy or proposal?</b>				
	Cost avoidance of £1 million over two years on				
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	The current placement budget is £6,914K with a predicted year end overspend of £4,564K for financial year 2020-21				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	It will benefit the children looked after of whom Team Oldham are the corporate parents				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	<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 <b>NEGATIVE</b> 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?

<b>What do you know already?</b>
<p>M/A offer within borough rather than negotiate with other LA areas and no guarantees within other LAs</p> <p>Strategic approach to bring CLA closer to Oldham thus providing a more coherent CYP service</p> <p>Our CLA want to be closer to Oldham in relation to education and contact</p> <p>There will always be Out of Borough placement need where appropriate to do so within a wider geographical footprint</p>
<b>What don't you know?</b>
<p>Currently undertaking review of Residential offer. High level strategic principles agreed but operational implementation impact work needs to be determined.</p> <p>Sufficiency statement and predicted modelling of what our in- house provision will look like</p>
<b>Further Data Collection</b>
<p>In the process of reviewing</p> <ul style="list-style-type: none"> <li>- Profile CLA</li> <li>- Performance data</li> </ul> <p>To make future decisions about level of provision</p>

## 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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	process or part of a process of gender reassignment				
	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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<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?

<b>3a</b>	<b>Who have you consulted with?</b>	
	Providers of CLA placements Partner consultation CICC Staff as part of residential review	
<b>3b</b>	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	Online	
<b>3c</b>	<b>What do you know?</b>	
	Positive feedback about principles of offering services within Oldham rather than distant delivery	
<b>3d</b>	<b>What don't you know?</b>	
	Full outcome of residential review	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	
	Disabled people	
	Particular ethnic groups	
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	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> )	

## Stage 4: Reducing / Mitigating the Impact

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

4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	No
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	We will continue to review and consult through implementation process and beyond to sense check appropriateness of provision is meeting needs.

<b>Conclusion</b>
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>
Review on-going.

## Stage 5: Signature

Role	Name	Date
Lead Officer	Elaine Devaney	
Approver Signatures	Dr Shirley Woods-Gallagher	18/01/2021

<b>EIA Review Date:</b>	TBC
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<b>Reference :</b>	<b>CHS-BR1-445</b>
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<b>Responsible Officer :</b>	<b>Gerard Jones</b>
<b>Cabinet Member :</b>	<b>Cllr A Chadderton</b>
<b>Support Officer :</b>	<b>Elaine Devaney</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Children in Care</b>
<b>Budget Reduction Title :</b>	<b>Early Help Remodelling</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Full redesign of integrated children and family early intervention services around localities. This remodelling looks to both make efficiencies in management costs but also cost reduction on higher level services by addressing demand and flow.</p> <p>By reorganising our universal and targeted children and family early intervention services including Early Help LA and commissioned services with Children's Centres and RightStart into multi-disciplinary teams working within a district.</p> <p>Our aim is to create more versatile teams with a blend of specialist workers and more general workers to flex and adapt to the needs and demands of families within each district.</p> <p>We will look to extend this model to include Youth Services and wider family and health services. By integrating these teams, we would also expect to reduce overheads and building space- utilising blended working arrangements with WFH and shared office/meeting space within the district.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Reduce management costs through multi-disciplinary leadership</li> <li>• Increase effectiveness by managing cases holistically</li> <li>• Decrease escalation to Children's Social Care (CSC)</li> <li>• Decrease duplication of services offer</li> <li>• Reduced locality office space requirement due to flexible working</li> <li>• Reduce central office space requirements</li> </ul>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	3,593
Other Operational Expenses	4,419
Income	(4,487)
<b>Total</b>	<b>3,525</b>

<b>Current Forecast (under) / overspend</b>	<b>(78)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>95.25</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	0	(200)	(300)
<b>Proposed Staffing Reductions (FTE)</b>	0.00	5.00	6.50

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Moving more staffing into districts (on a blended working model) with a reduced need for office space.
<b>Service Delivery</b>
Integrated offer would develop multidisciplinary teams.
<b>Future expected outcomes</b>
Reduce demand on higher level CSC services.
<b>Organisation</b>
Systems integration needed.
<b>Workforce</b>
Reduced management with multidisciplinary workforce.
<b>Communities and Service Users</b>
More community-based services.
<b>Oldham Cares</b>
Integrated health and intervention offer could include Health Visiting, School Nursing, sexual health and mental health (Depending on detailed analysis of models and demand).
<b>Other Partner Organisations</b>
Impact on commissioned EH services.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
Bridgewater NHS, Positive Steps,	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Depending on scope; Communities & Youth, Districts,	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A contribution to the Council's budget reduction targets in 2022/23 and 2023/24.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
A full set of risks and associated mitigations will be assessed as the redesign work progresses.	To be confirmed.
N/a	N/a
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
A full set of milestones and associated timelines will be included as the redesign work progresses.	To be confirmed.
N/a	N/a
N/a	N/a
N/a	N/a

## Section D

<b>Consultation Required?</b>	Yes
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Dates and specific consultation requirements to be confirmed prior to 2022/23

	<b>Start</b>	<b>Conclusion</b>
<b>Staff</b>	not applicable	not applicable
<b>Trade Union</b>	not applicable	not applicable
<b>Public</b>	09-Nov-2020	01-Feb-2021
<b>Service User</b>	not applicable	not applicable
<b>Other</b>	not applicable	not applicable

**Equality Impact Screening** (To be confirmed prior to 2022/23)

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

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


<b>EIA required? (automatically updates to Yes, if any of the above impacts are Yes)</b>	TBC
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## Section E

<b>Finance Comments</b>
See additional information.

<b>Signed RO</b>	11-Dec-2020
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<b>Signed Finance</b>	08-Jan-2021
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<b>Cabinet Member Signature</b>		
<b>Name and Date</b>	<b>Cllr A Chadderton</b>	18-Jan-2021

**Additional Information (if required)**

## Finance Comments:

The proposal is to redesign the Early Help Service with a full redesign of integrated children and family early intervention services around localities to deliver savings of £200k and £300k in each of 2022/23 and 2023/24. The remodelling will principally be focussed around the current Preventative Services Directorate but will also include other preventative and youth related services with Children's Services (including Family Support) plus related services in Communities and Reform. The proposal is clearly complex in nature, in both its design and implementation and for this reason savings are deferred to 2022/23, this prudently allows for the scope and timing of the review to be fully undertaken and to fully implement the proposed savings within the agreed timeframe.

## BR1 - Section A

<b>Service Area :</b>	<b>Education Strategy including Attainment</b>
<b>Budget Reduction Title :</b>	<b>Quality and Effectiveness Support Team - Service Efficiency / Review</b>

### Budget Reduction Proposal - Detail and Objectives :

The Special Educational Needs and Disability (SEND) service incorporates teams dedicated to supporting schools and settings identify and meet additional or SEND needs of children and young people. The Quality and Effectiveness Support Team (QEST) and the Physical Disability team operate within the SEND service.

The QEST team are currently carrying 3.4 FTE teacher vacancies.

Currently 1.6 teachers and 1 teaching assistant from the QEST team (3 posts = 2.34 FTE) and 1 teacher (1 post = 1FTE) from the Physical Disability team have requested voluntary redundancy.

Requests for voluntary redundancy have been granted - two post holders left on 31 December 2020 and two will leave on 31 March 2021 so that the current traded service level agreements in place for the 2020/21 financial year can be delivered.

This will result in a combined saving of £192k compared with the original anticipated £100k saving.

The remaining team members and vacancies have been reviewed to create a new structure for the QEST team, due to commence on 1 April 2021.

The structure and composition of the new team has been developed in co-production with the sector to ensure it is a highly valued service delivering efficient and effective impact for children and young people.

### 2020/21 Service Budget and Establishment

	<b>£000</b>
Employees	587
Other Operational Expenses	75
Income	(544)
<b>Total</b>	<b>118</b>

### Current Forecast (under) / overspend

(61)

### Number of posts (Full time equivalent)

12.34

	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	(192)	0	0
<b>Proposed Staffing Reductions (FTE)</b>	3.38	0.00	0.00

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

Ongoing

## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
Service delivery model to be reviewed and redeveloped through the creation of the new integrated team.
<b>Future expected outcomes</b>
Increased team activity across the primary and secondary sector focussed on supporting schools to prevent and reduce the use of fixed term and permanent exclusions, including for children and young people with additional or SEND.
<b>Organisation</b>
N/a
<b>Workforce</b>
Reduction of the posts outlined above will results in some changes to line management and re-distribution of duties.
<b>Communities and Service Users</b>
An opportunity to review how best to meet the needs of service users through co-produced review.
<b>Oldham Cares</b>
N/a
<b>Other Partner Organisations</b>
The Learning Academy may be able to support this approach by delivering some of the training through bookable or online training courses, which are currently provided by one of the members of staff.

Who are the key stakeholders?

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

### Benefits to the organisation/staff/customers including performance improvements

The post reduction identified above has been requested as part of the voluntary redundancy process but supports the overall intention to reduce costs and review service delivery.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Re-distribution of work and line management.	Vacancies exist in the current QEST team. These will be utilised as part of the restructure of the teams to support a new delivery model.
N/a	N/a
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
Approve VR request.	30 November 2020.
Develop a new service structure and delivery model for the new team.	Early 2021.
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	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

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

Disabled people	Yes
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	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
There are 3.38 FTE VR applications within the QEST and Physical Disabilities teams with a total value of £192k, the proposal is to reduce the budget of the QEST service by the value of the VR saving. The QEST service is currently forecasting a £61k underspend, the saving from the currently vacant post is netted down with an income shortfall of £129k of which £76k relates to 'business as usual' (the remainder relating COVID-19). The service restructure will need to be carefully monitored to ensure that reconfigured service can be delivered within the resources available.

Signed RO	11-Dec-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr S Mushtaq	18-Jan-2021

	<b>Reference:</b>	<b>CHS-BR1-440</b>
<b>Responsible Officer</b>	<b>David Shaw</b>	
<b>Cabinet Member:</b>	<b>Cllr Mushtaq</b>	
<b>Support Officer</b>	<b>N/A</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Quality Effectiveness Support Team (QEST)</b>
<b>Budget Reduction Title:</b>	<b>Service review of SEND QEST Team CHS- BR1-440</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	SEND QEST Team
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	<p>The SEND service incorporates teams dedicated to supporting schools and settings identify and meet additional or SEND needs of children and young people. The Quality and Effectiveness Support Team (QEST) and the Physical Disability team operate within the SEND service.</p> <p>The QEST team are currently carrying 3.4 FTE teacher vacancies. Currently 1.6 teachers and 1 teaching assistants from the QEST team (3 posts = 2.34 FTE) and 1 teacher (1 post = 1FTE) from the Physical Disability team have requested voluntary redundancy.</p> <p>Requests for voluntary redundancy have been granted - two posts left on 31 December 2020 and two will leave on 31 March 2021 so that the current traded service level agreements in place for the 2020/21 financial year can be delivered.</p> <p>This will result in a combined saving of £192k compared with the original anticipated £100k saving.</p>
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>
	<p>To reduce the costs associated to the high needs block section of the Dedicated Schools Grant, which is currently overspent and subject to a DSG recovery plan from the Education and Skills Funding Agency.</p> <p>The project aims to reduce operating costs by accepting voluntary redundancy requests. This covers the QEST team (2.34 FTE posts) and Physical Disability team (1 FTE post).</p> <p>The impact of reducing operating costs will be mitigated by using the existing vacancies in the QEST team to recruit in a flexible way that provides capacity in the team and efficient operation to the Council, such as on a secondment basis.</p> <p>The impact of the reduction of 1 FTE in the Physical Disability team will be mitigated by the creation of an Additional Resource Base provision in an Oldham mainstream school by September 2021. This will enable expertise and training to be provided by the resource base staff, who will be supported by partner special schools.</p>

<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>			
	It is expected that the reduction to the current QEST team will be mitigated by the flexible use of the vacancies being carried by the team. This should also bring the benefit of additional skills and sector expertise. This will need to be carefully managed to ensure that the timescale for recruitment is achieved by the 1 <sup>st</sup> April 2021 to ensure that the traded offer to schools and core work of the QEST team is at least maintained or enhanced.			
	The QEST team support children, young people and schools and therefore the proposal will impact on this group.			
	The reduction to the Physical Disability team will reduce the service the Council can provide to physically disabled children and young people attending schools/settings. However, this service is non-statutory and whilst the team will reduce by 1FTE a member of staff will still be available to support children, young people and schools.			
Any support that is not available through the Physical Disability team due to the reduction in staffing, will be available at a cost through partner special schools from January 2021 or from the Additional Resource Base provision from September 2021.				

<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 (assuming the schools are not faith based)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

<b>1h</b>	<b>How have you come to this decision?</b>
	The impact is expected to be minimal/none for the QEST team. The impact is expected to be minimal for the Physical Disability team as whilst the proposal will reduce the Council service in this area, alternative service providers are available.

## Stage 2: What do you know?

<b>What do you know already?</b>	
<p>The project aims to reduce operating costs by accepting voluntary redundancy requests. This covers the QEST team (2.34 FTE posts) and Physical Disability team (1 FTE post).</p> <p>The impact of reducing operating costs will be mitigated by using the existing vacancies in the QEST team to recruit in a flexible way that provides capacity in the team and efficient operation to the Council, such as on a secondment basis.</p> <p>The impact of the reduction of 1 FTE in the Physical Disability team will be mitigated by the creation of an Additional Resource Base provision in an Oldham mainstream school by September 2021. This will enable expertise and training to be provided by the resource base staff, who will be supported by partner special schools.</p> <p>All of the posts (4 posts) identified above have requested voluntary redundancy and have been recommended for approval.</p>	
<b>What don't you know?</b>	
N/A	
<b>Further Data Collection</b>	
N/A	

## 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?				
	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N/A	<input checked="" 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?	
	Schools and Settings, SMT, DMT, Elected Member, Education and Early Years Leadership Team. SEND Partnership Board.	
3b	How did you consult? (include meeting dates, activity undertaken & groups consulted)	
	A series of meetings over the autumn term 2020.	
3c	What do you know?	
	As described in Stage 2.	
3d	What don't you know?	
	N/A	
3e	What might the potential impact on individuals or groups be?	
	Generic (impact across all groups)	None
	Disabled people	Reduction in Council funded support for children and young people with physical disabilities. However, this is mitigated by retaining a current

		member of the Physical Disability team and signposting to other service partners.
	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	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Reduction in the Council funded support for children and young people with physical disabilities by 1FTE.	Retain one of the Physical Disability team. Engage with partner organisations to provide support (at additional cost). Develop an Additional Resource Provision to support children and young people with physical disabilities in an Oldham mainstream school, including training from specialist providers.
	<b>Impact 2</b>	<b>Proposal</b>
	N/A	N/A
	<b>Impact 3</b>	<b>Proposal</b>
	N/A	N/A

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

<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	Engagement with the existing member of the Physical Disability team, feedback from schools, children and young people via the range of existing consultative groups.

<b>Conclusion</b>
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>
As outlined above, the impact of the QEST team proposal will have no detrimental impact, instead it is expected to extend the offer available to service users. This is
The reduction to the Physical Disability team has been considered and mitigation enough to provide minimal impact on service users.

### Stage 5: Signature

<b>Role</b>	<b>Name</b>	<b>Date</b>
<b>Leade Officer</b>	David Shaw	27.11.2020
<b>Approver Signatures</b>	David Shaw	27.11.2020

<b>EIA Review Date:</b>	TBC
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<b>Reference :</b>	<b>CHS-BR1-441</b>
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<b>Responsible Officer :</b>	<b>Gerard Jones</b>
<b>Cabinet Member :</b>	<b>Cllr S Mushtaq</b>
<b>Support Officer :</b>	<b>David Shaw</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Education Strategy including Attainment</b>
<b>Budget Reduction Title :</b>	<b>Special Educational Needs &amp; Disability (SEND) Education Provision</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>This proposal relates to cost avoidance plans for Dedicated Schools Grant (DSG) funding and links to the DSG recovery plan.</p> <p>The Special School Sufficiency Report identified a variety of medium-term actions focussed upon identifying how to develop the in-borough provision so that children and young people currently placed out of the borough could return to provision in Oldham. Any change in provision will be considered as part of the annual review process. There is a risk that where annual reviews identify a change in provision is suitable, parents and/or young people may disagree and challenged via mediation or Tribunal.</p> <p>The cost avoidance measures outlined include a total £2.1m reduction in costs. This will be achieved through a £1.5m reduction for placement costs and £600k reduction to SEND transport costs.</p> <p>The main primary need of the children and young people educated outside of the borough is Social, Emotional &amp; Mental Health (SEMH) and Autistic Spectrum Disorder (ASD). This totals 19 pupils with ASD needs and 39 pupils with SEMH needs across primary, secondary and post 16 age ranges.</p> <p>(Continued in additional information below)</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	2,781
Income	(0)
<b>Total</b>	<b>2,781</b>

<b>Current Forecast (under) / overspend</b>	<b>361</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(114)</b>	<b>(114)</b>	<b>(372)</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Halcyon Way Free School has already been approved but has already been delayed. The anticipated January 2022 opening date has been confirmed by the Department for Education (DfE) but this is not guaranteed.
<b>Service Delivery</b>
See additional information.
<b>Future expected outcomes</b>
High quality provision that strengthens the continuum of provision available in Oldham so that high cost out of borough placements are very rarely required.
<b>Organisation</b>
N/a
<b>Workforce</b>
SEND officers and the resource panel will need to maintain awareness that until provision in Oldham is available, out of borough placements may still be required.
<b>Communities and Service Users</b>
Better local provision for children, young people and their families.
<b>Oldham Cares</b>
Potential impact on increased service delivery requirements as provision in Oldham increases. The Designated Clinical Officer and Service Manager for Children with Disabilities are part of exploratory work to further develop provision and are members of the resource panel.
<b>Other Partner Organisations</b>
Links with the special school multi academy trusts and other mainstream primary and secondary schools are crucial to this project. The local partnership has strong existing links with the Parent Carer Forum and POINT.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
See other partner organisations impact, above.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Children's Social Care.	
<b>Other (if yes please specify below)</b>	Yes
Clinical Commissioning Group.	

## Benefits to the organisation/staff/customers including performance improvements

Improving the provision in Oldham will enable local children and young people to be educated in Oldham. The increased availability of suitable SEMH and ASD placements will enable more children and young people to achieve the outcomes identified in their EHCP and succeed in their chosen life.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Development of the enhanced pathways is delayed or unachievable within the timescale provided.	Pilot work taking place with the provider to establish the new approach from November 20 onwards.
The Halcyon Way Free School development is further delayed.	On-going dialogue with the DfE and the academy trust around the timescale for development and curriculum provision available between Kingfisher special school and Halcyon Way.
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
Continue to engage with partner organisations and agree timescales for implementation.	Early 2021.
Formal decision on budget reduction proposal.	4 March 2021.
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	09-Nov-2020	01-Feb-2021
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

<b>Finance Comments</b>
See additional information.

Signed RO	11-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr S Mushtaq	18-Jan-2021

## Additional Information (if required)

Developing ASD and SEMH provision pathways – non-capital and approved Free School provision:

- Work is underway with a local Special School Multi-Academy Trust (MAT) to develop an 'engagement' pathway to provide high quality provision in borough for children and young people with SEMH needs. There are no capital costs associated with this development, instead funding will be delivered through the current Published Admissions Number (PAN) at one of the schools and over capacity per pupil place funding.
- This is currently a gap in provision, and it is anticipated that this pathway will be available for 15 children and young people currently placed out of Oldham or on bespoke provision from the Summer term 2021.
- In addition, work is underway to develop additional provision at another special school for 10-20 children and young people from out of borough placements with ASD needs. There are no capital costs associated with this development, instead funding will be delivered through the current PAN and over capacity per pupil place funding.
- As part of the development of Halcyon Way with the Kingfisher Learning Trust, it is planned that the 7 primary age children currently placed out of borough will be placed at either Halcyon Way or Kingfisher Special Schools from January 2022. Council officers have met with the Kingfisher Learning Trust in September to review the organisation of children currently on roll at Kingfisher and discussed how through curriculum and provision development a wider range of SEND needs may be accommodated. This work is being completed by the Trust, and Council officers received an update in December 2020, to include in place planning forecasts.

Developing ASD and SEMH pathways - capital:

- Additional capital work is being considered to support the development of additional SEMH and ASD provision. This work is currently being explored and scoping activity underway.

Further work will continue to explore options to increase in borough provision, including work to support mainstream schools through development of resource base provision to meet need and avoid transition to special schools for some children and young people.

Impact on service delivery:

All placement provision is agreed via a multi-agency resource panel. In borough placements are the preferred option with recognition that certain gaps currently exist where out of borough may be requested by parents or young people. Whilst provision is unavailable in Oldham there is the potential for increased numbers of children and young people to be educated out of the borough.

Finance comments:

The Dedicated Schools Grant saving is based on an estimate of 73 pupils educated Out of Borough. A saving of £1.555m is assumed if all 73 pupils come back in borough. The saving assumes an average cost for Out of Borough provision of £45,000 per place and an 'in borough' cost of £20,000 per ASD place and £25,000 per SEMH place. The actual costs of each place will vary and will increase/decrease the estimated saving of £1.5m accordingly. Out of Borough placements is very much a demand led and volatile area of service provision and careful monitoring will be required to ensure delivery of the cost reduction.

In addition, there is an estimated saving to the general fund of Home to School Transport of £600k, specifically in relation to bringing Out of Borough SEND pupils back into the Borough. Home to school transport has had significant investment to compensate for increased costs and demand/ service provision, pressures continue, now wholly in relation to COVID and the requirement for social distancing on school transport. The timescale for this enhanced provision cannot be predicted, the cost of provision will need to be carefully monitored to ensure the efficiency can be delivered.

**Additional Information (if required)**

The savings can be split as follows:-

Year	DSG £000's	General Fund £000's	Total £000's
2021/22	286	114	400
2022/23	286	114	400
2023/24	928	372	1,300

	<b>Reference:</b>	<b>CHS-BR1-441</b>
<b>Responsible Officer</b>	<b>David Shaw/Paula Green</b>	
<b>Cabinet Member:</b>	<b>Cllr Mushtaq</b>	
<b>Support Officer</b>	<b>N/A</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>SEND Service</b>
<b>Budget Reduction Title:</b>	<b>SEND Education Provision</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	SEND Service
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	<p>Efficiency savings and cost reductions in the high needs block relating to out of borough education provision and placement expenditure. To ensure that children and young people are educated in the borough that they reside with appropriate provision and placements in Oldham Local authority.</p> <p>Developing SEMH and ASD provision pathways which will involve school expansion using basic needs funding capital allocation. Proposal</p> <p>Further work to explore options to increase in borough mainstream provision, through development of resource base provision to meet need and avoid transition to special schools for some children and young people.</p> <p>Proposals;  1 x Primary Resource provision (12 places) or 2 x 6 places at 2 schools  1 x Secondary Resource provision (12 places) or 2 x 6 places at 2 schools  1 x Engagement pathway x 15 places  Potential expansion of Spring Brook School x 42 places  Potential expansion of Hollinwood Academy x 10/20 paces  Potential commission at the Specialist Learning Centre x 10 places</p> <p>All of the places above are for children and young people with an Education, Health and Care Plan (EHCP) so will not be subject to allocation policy restrictions based along faith grounds/attendance at church etc.</p> <p>These provisions will be based at good and outstanding schools with the exception of Spring Brook School who are currently a requires improvement school. However, they are part of an outstanding Multi academy trust and have a rapid improvement plan in place.</p>

<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	<p>To reduce the high needs block (out of borough) part of the DSG by a total of £1.5 million and ensure children and young people are able to be educated in Oldham rather than outside of the borough.</p> <p>This will be a positive impact for those families who would not have to travel out of borough and incur costs (fuel/public transport/taxis). Could potentially mean children can arrive at school earlier to take advantage of breakfast clubs and before/after school/extra-curricular activities.</p> <p>This project is an invest to save project and will reduce the expenditure in the high needs block and also on home to school transport costs.</p>				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	<p>A benefit of 73 children and young people currently educated outside of the borough and also children and young people in mainstream provision that would benefit from resource or special school provision.</p> <p>The main primary needs of the children and young people educated outside of the borough are SEMH and ASD. This totals 39 pupils with SEMH needs and 19 pupils with ASD needs across primary, secondary and post 16 age ranges.</p>				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people (positive due to reasons stated above)	<input type="checkbox"/>	<input checked="" 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 (positive due to reasons stated above)	<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 (assuming the schools are not faith based)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>1f</b>	<b>What do you think the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>		<b>Significant</b>	
		<input checked="" type="checkbox"/>		<input type="checkbox"/>	

1g	<b>Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?</b>	Yes <input type="checkbox"/>
		No <input checked="" type="checkbox"/>
1h	<b>How have you come to this decision?</b>	
	The impact is positive. There is no detrimental or disproportionate impact on any group.	

## Stage 2: What do you know?

<b>What do you know already?</b>
<p>With increasing demand on special school places and specific gaps in provision, a number of CYP who reside in Oldham are educated in independent provision or outside of the borough. The total cost for out of borough placements is £3.3 million (not including tripartite/joint arrangements or in borough independent special schools).</p> <p>There are currently 73 Oldham pupils being educated outside of Oldham in out of borough provision (solely education placements). The largest cohort educated outside the borough is secondary, followed by post 16. There is a small number in Key Stage 2 but none in Key Stage 1.</p> <p>The main primary needs of the children and young people educated outside of the borough is SEMH and ASD.</p> <p>Building and improving provision in Oldham LA will enable children and young people currently educated outside of the borough to be educated back in Oldham in provision appropriate for their SEND.</p> <p>This will reduce the out of borough strand of the high needs block significantly and estimated savings are £1.5 million.</p>
<b>What don't you know?</b>
N/A
<b>Further Data Collection</b>
N/A

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

1e	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>					
	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

<b>3a</b>	<b>Who have you consulted with?</b>	
	Schools and Settings, SMT, DMT, Education Provision Group, Elected Member, Leadership.  The consultation with parents will be initiated once cabinet approval for the capital and revenue costs has been agreed.	
<b>3b</b>	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	A series of meetings over the academic year 2020/2021.	
<b>3c</b>	<b>What do you know?</b>	
	As described in Stage 2.	
<b>3d</b>	<b>What don't you know?</b>	
	N/A	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	None
	Disabled people	Ensuring the right and better provision in the LA for those with SEND  Positive Impact.
	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 (e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces)	None

**Stage 4: Reducing / Mitigating the Impact**

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

<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	No
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	N/A

<b>Conclusion</b>	
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>	
There is no detrimental or disproportionate impact on any group.	
This proposal will ensure children can be educated in the right provision in the borough that they reside in.	

## Stage 5: Signature

<b>Role</b>	<b>Name</b>	<b>Date</b>
<b>Leade Officer</b>	David Shaw	27.11.2020
	Paula Green	27.11.2020
<b>Approver Signatures</b>	David Shaw	27.11.2020

<b>EIA Review Date:</b>	TBC
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<b>Responsible Officer :</b>	<b>Gerard Jones</b>
<b>Cabinet Member :</b>	<b>Cllr S Fielding</b>
<b>Support Officer :</b>	<b>Jon Bloor</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Skills and Employment</b>
<b>Budget Reduction Title :</b>	<b>Reduction in Traineeship Programme</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The Get Oldham Working Traineeship Programme funding was approved in March 2019. The Oldham traineeship is an “intermediate labour market” (ILM) scheme which has created employment opportunities for Oldham residents who have been out of work for six months or more; and provides a paid opportunity to someone who has potential, however they may lack confidence or 100% skill / ability to undertake the full job role. It is different to “work experience” programmes as it is highly effective at moving citizens into sustained employment and off welfare to work benefits. The Get Oldham Working team provide in-work support with the intention to support trainees into better paid employment.</p> <p>The programme is open to all ages and has numerous benefits including the ability to refresh skills or learn new ones on the job; it’s a vocational learning method rather than academically led with a strong correlation or pathway with the apprenticeship pathway. The scheme provides 50% wage incentive to employers and is based upon similar ILM schemes.</p> <p>The proposal is to reduce this scheme by £65,000 to support the budget cuts this equates to 15 placements per year. The reduction in the funding will be, in some part mitigated by the management of the KickStart programme whereby HM Government provides 100% of the salary, albeit on National Minimum wage.</p> <p>The budget reduction will only affect future cohorts so no individuals are currently affected.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	129
Other Operational Expenses	10
Income	(10)
<b>Total</b>	<b>129</b>

<b>Current Forecast (under) / overspend</b>	<b>(39)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(65)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
It reduces the pre-recruitment support for Greater Manchester Combined Authority (GMCA) Work and Health programme providers in Oldham but the intention is to swap the scheme to the KickStart programme (although this is targeted at 18-24 year olds only).
<b>Future expected outcomes</b>
Less support for long term unemployed citizens (current scheme supported 50% who had been unemployed for 12 months or more and 10% who had been unemployed for 5 years or more).
<b>Organisation</b>
None.
<b>Workforce</b>
No major impact.
<b>Communities and Service Users</b>
Minimal impact.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
Minor reduction in outcomes for JobCentre Plus, Ingeus and Maximus.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	Yes
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	Yes
Job Centre Plus, Ingeus & Maximus.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Environmental services – key recipient of the scheme	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.065m contribution to the Council's 2021/22 budget gap requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Loss of opportunities will reduce response to unemployment.	Reduce impact by supporting KickStart to support 18-24 year olds. Maximise delivery of Job Entry : Targeted Support (JE:TS) and Social and Solidarity Economy (SSE) projects.
Environmental Services Land Based Academy will have reduced capacity.	Work with the team to utilise alternative provision e.g. Kickstart.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Conclusion of Public consultation.	1 February 2021.
Responses to consultation reviewed.	8 February 2021.
Formal decision on budget proposal.	4 March 2021.
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	09-Nov-2020	01-Feb-2021
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 of £0.065m will be achieved by revising the way in which trainees and apprenticeships are engaged.

Signed RO	15-Oct-2020
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Signed Finance	08-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

<b>Reference:</b>	<b>CHS-BR1-437</b>
<b>Responsible Officer</b>	<b>Jonathan Bloor</b>
<b>Cabinet Member:</b>	<b>Mohon Ali</b>
<b>Support Officer</b>	<b>Jonathan Phillips</b>

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Get Oldham Working</b>
<b>Budget Reduction Title:</b>	<b>Reduction in Traineeship Programme</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>				
	Get Oldham Working Traineeship				
<b>1b</b>	<b>What is the project, policy or proposal?</b>				
	Budget reduction in the existing programme				
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	The project was an intermediate labour market scheme which provided a 50% wage subsidy to employers to recruit someone who was long- term unemployed (1 year or more). It does not target any specific group or cohort other than length of time claiming. The KickStart programme will provide a short term solution for those aged 18-24 but it will not support the over 25s (75% of previous cohorts have been aged 25 and above).				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	The removal of funding will stop the creation of 20 future traineeships. This will reduce support for long term unemployed citizens.				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	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 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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	<input checked="" 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 <b>NEGATIVE</b> 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?	
The budget reduction does not affect any existing trainees. The impact is upon future cohorts.			

## Stage 2: What do you know?

<b>What do you know already?</b>
N/a
<b>What don't you know?</b>
N/a
<b>Further Data Collection</b>

## 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 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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

3a	<b>Who have you consulted with?</b>	
	Staff. Opening it to public consultation	
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
3c	<b>What do you know?</b>	
3d	<b>What don't you know?</b>	
3e	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	Reduced job opportunities
	Disabled people	Reduced job opportunities
	Particular ethnic groups	Reduced job opportunities
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	Reduced job opportunities
	People of particular sexual orientation/s	Reduced job opportunities
	People in a Marriage or Civic Partnership	Reduced job opportunities
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	Reduced job opportunities
	People on low incomes	Reduced job opportunities
	People in particular age groups	Reduced job opportunities
	Groups with particular faiths and beliefs	Reduced job opportunities
	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> )	Reduced job opportunities


## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Deliver 50 Kickstart placements	The Council has committed to deliver 50 placements for 18-24 year olds
	<b>Impact 2</b>	<b>Proposal</b>
	<b>Impact 3</b>	<b>Proposal</b>

4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	No
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	Not applicable

<b>Conclusion</b>
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>
The proposal is being driven by the need to make savings. The impact will be fewer job opportunities for long term unemployed residents. This impact will begin in April 2021. The Council has committed to create 50 Kickstart placements which is twice the volume of Traineeships being lost. This is a temporary programme in response to the Economic downturn caused by Covid 19, further schemes are likely to be developed as the economic crisis increases. The Council will work to support these initiatives.

## Stage 5: Signature

Role	Name	Date
Leade Officer	Jon Bloor	09/12/2020
Approver Signatures		

<b>EIA Review Date:</b>	TBC
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<b>Reference :</b>	<b>CEX-BR1-410</b>
<b>Responsible Officer :</b>	<b>Carolyn Wilkins</b>
<b>Cabinet Member :</b>	<b>Cllr S Fielding</b>
<b>Support Officer :</b>	<b>Lewis Greenwood</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Corporate</b>
<b>Budget Reduction Title :</b>	<b>Corporate Priorities - CEX</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
Following evaluation of the Corporate Priorities budgets, there is opportunity to reduce this budget by £27k.

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	137
Income	(0)
<b>Total</b>	<b>137</b>

<b>Current Forecast (under) / overspend</b>	<b>0</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(27)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None
<b>Service Delivery</b>
None
<b>Future expected outcomes</b>
None
<b>Organisation</b>
None
<b>Workforce</b>
None
<b>Communities and Service Users</b>
None
<b>Oldham Cares</b>
None
<b>Other Partner Organisations</b>
None

Who are the key stakeholders?

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

**Benefits to the organisation/staff/customers including performance improvements**

A £27k contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
No specific risks associated with this proposal.	N/A
N/A	N/A
N/A	N/A

**Key Development and Delivery Milestones:**

Milestone	Timeline
Formal decision on budget reduction proposal.	4 March 2021.
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 sufficient budget to support the proposal for a reduction of £0.027m and still provide resources to meet reasonable demands for investment in Corporate Priorities.

Signed RO	01-Oct-2020
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Signed Finance	08-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

<b>Reference :</b>	<b>CEX-BR1-420</b>
<b>Responsible Officer :</b>	<b>Paul Entwistle</b>
<b>Cabinet Member :</b>	<b>Cllr S Fielding</b>
<b>Support Officer :</b>	<b>Colin Brittain</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Legal</b>
<b>Budget Reduction Title :</b>	<b>Legal Staff Reductions &amp; Reduction of post in Democratic Services</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>There are vacancies within the Legal Division which are as follows:          Environmental Lawyer (0.8FTE)          Business Support (0.5FTE)          Mayoralty Manager (1FTE)</p> <p>The budget reduction proposal is to permanently delete these posts from the structure to release a budgetary saving from 2021/22.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	1,818
Other Operational Expenses	315
Income	(570)
<b>Total</b>	<b>1,563</b>

<b>Current Forecast (under) / overspend</b>	<b>(102)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>37.14</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	<b>(90)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>2.30</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
N/A
<b>Service Delivery</b>
Loss of environment solicitor will have 2 consequences- Short term the vacant post has been used to fund agency on contract matters due to insufficient resource. Prosecutions are mounting and it likely Tameside Magistrates will close which will impact on travel time to Manchester.
<b>Future expected outcomes</b>
None
<b>Organisation</b>
Potential resource implications on both contract and regulatory functions.
<b>Workforce</b>
Resource implications to carry out contract and regulatory functions.
<b>Communities and Service Users</b>
None
<b>Oldham Cares</b>
None
<b>Other Partner Organisations</b>
None

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/A	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Potential impact on People and Place due to reduction in Environmental Lawyer post.	
<b>Other (if yes please specify below)</b>	No
N/A	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.090m contribution to the 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
The environment team carry out the prosecutions for the Council and other regulatory functions. Cases have not been heard at Court due to covid but will need to be resourced in due course. The vacant post has been funding agency staff working on contracts which has always brought a pressure on resources.	Potentially retain a budget to tap into should need dictate.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Formal decision on budget proposal.	4 March 2021.
Posts deleted from structure.	1 April 2021.
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 budget reduction proposal is to delete existing vacant posts within both Legal Services and Civic and Political support. There are no adverse financial implications and the budget reduction is achievable from 2021/22.

Signed RO	09-Oct-2020
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Signed Finance	08-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

<b>Reference :</b>	<b>CEX-BR1-447</b>
<b>Responsible Officer :</b>	<b>Paul Entwistle</b>
<b>Cabinet Member :</b>	<b>Cllr S Fielding</b>
<b>Support Officer :</b>	<b>Marina Brown</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Registrars</b>
<b>Budget Reduction Title :</b>	<b>Registrars Service Restructure</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>To realise budget savings within the registrars' service whilst ensuring flexibility in service provision. The deletion of 1 x full time equivalent (FTE) grade 7 post and 2 x 0.81 FTE grade 5 posts in current structure equating to 2.62 FTE and increase capacity at lower registration officer grade from current 4.3 FTE to 5.5 FTE. This would result in savings of £17,000. As a consequence of this restructure the service will be opening on Mondays with limited service provision on Saturdays.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	309
Other Operational Expenses	66
Income	(373)
<b>Total</b>	<b>2</b>

<b>Current Forecast (under) / overspend</b>	<b>73</b>
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<b>Number of posts (Full time equivalent)</b>	<b>7.95</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	(17)	0	0
<b>Proposed Staffing Reductions (FTE)</b>	1.42	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
N/A
<b>Service Delivery</b>
The service will be opening on Mondays with limited service provision on Saturdays.
<b>Future expected outcomes</b>
Service will be more flexible and meet the needs of service users.
<b>Organisation</b>
N/A
<b>Workforce</b>
Reduction of 1.42 FTE.
<b>Communities and Service Users</b>
A review of service opening hours will look to provide varying levels of service provision across 7 days per week including Mondays.
<b>Oldham Cares</b>
N/A
<b>Other Partner Organisations</b>
A change to opening hours in respect of Mondays will benefit working relationships with the Coroner's Service.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	No
<b>Residents</b>	Yes
<b>Local business community</b>	Yes
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
General Register Office, HM Coroner, Home Office	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Contact Centre	
<b>Other (if yes please specify below)</b>	Yes
Rochdale MBC	

## Benefits to the organisation/staff/customers including performance improvements

Access to service across 7 days each week including Mondays, which will help the service meet its key performance targets reportable to the General Register Office (GRO) in terms of timeliness of death registrations and availability of appointments for service users. Increased capacity of registration officer grade allows the service to future proof its staff resources incorporating the use of apprenticeships.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Ageing workforce.	The inclusion of apprentice posts enables ongoing staff development opportunities to offset the loss of current staff nearing retirement.
Lack of technical expertise.	Increasing registration officer posts gives the service opportunity to develop new members of staff.
N/A	N/A

### Key Development and Delivery Milestones:

Milestone	Timeline
Consultation – public, unions, staff.	Complete by 18/2/2021.
Advise General Register Office changes to principal officer post and change to opening hours/ new scheme required.	22nd February 2021.
Discussions with Rochdale MBC to end partnership arrangements.	1st March 2021.
New post through job evaluation/establishment control and deleted posts removed from structure	15th March 2021
Recruit to new posts.	30th April 2021.
New structure and opening hours in operation.	30th April 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
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 Registrars Service has currently some vacant posts. The proposed restructure will realise an achievable saving of £17k from 2020-21.

Signed RO	11-Dec-2020
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Signed Finance	08-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

<b>Reference :</b>	<b>PPL-BR1-403</b>
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<b>Responsible Officer :</b>	<b>Emma Barton</b>
<b>Cabinet Member :</b>	<b>Cllr S Fielding</b>
<b>Support Officer :</b>	<b>Peter Wood</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Corporate Landlord (including Facilities Management)</b>
<b>Budget Reduction Title :</b>	<b>Digital Mail</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Joint initiative across Council and Unity Partnership - to review mail processes and embrace digital technology solutions to bring about efficiencies and cost savings.</p> <p>Other Council's around the UK have embraced the use of digital solutions to reduce demands on officer time, paper, postage and printing - we intend to review the different models available to provide a cost efficient solution for Oldham Council.</p> <p>Mass postage solutions are already partially deployed for elections, business rates, council tax etc - however there are wider savings to be considered when all postage for services incoming and outgoing are considered.</p> <p>These digital solutions would support remote working and would allow post to be sent out and received at the click of a button, with timely responses also being produced in a similar way to emails.</p> <p>There are wider efficiencies associated with the implementation of Digital Mail as this could reduce the staffing requirement in the Post Room. It is estimated that the current team could reduce by 1 FTE position as the small team would be redeployed as part of service reviews and would still be required for courier arrangements for receipt and distribution of packages / parcels.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	643
Other Operational Expenses	15,852
Income	(14,665)
<b>Total</b>	<b>1,830</b>

<b>Current Forecast (under) / overspend</b>	<b>899</b>
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<b>Number of posts (Full time equivalent)</b>	<b>15.37</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(24)</b>	<b>(100)</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
The service will be modernised so will operate more efficiently.
<b>Future expected outcomes</b>
None.
<b>Organisation</b>
The post will be delivered and issued more efficiently, especially for staff and members working remotely.
<b>Workforce</b>
1 FTE reduction
<b>Communities and Service Users</b>
N/A
<b>Oldham Cares</b>
N/A
<b>Other Partner Organisations</b>
The CCG could be included in the digital transformation plans, which would modernise their postal service also.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	No
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	Yes
TEAM OLDHAM - Unity Partnership would lead on the digital mail solutions roll out	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

More efficient post operations.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
As Unity are taking the lead on this initiative, resource capacity and programme delivery could present a risk.	To work closely with Unity to ensure that the digital mail programme will deliver the expected outcomes.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Formal decision on budget reduction proposal.	4 March 2021.
Implementation of digital mail policies.	April 2021
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 budget reduction of £0.024m in 21/22 and a further £0.100m in 22/23 will be dependent on the delivery of the digital mail element of the Internal Efficiency Initiatives (Unity Partnership) budget reduction proposal enabling the service to operate more efficiently.

Signed RO	02-Nov-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

<b>Reference :</b>	<b>PPL-BR1-401</b>
<b>Responsible Officer :</b>	<b>Emma Barton</b>
<b>Cabinet Member :</b>	<b>Cllr S Fielding</b>
<b>Support Officer :</b>	<b>Emma Barton</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Economy Skills and Neighbourhoods Management</b>
<b>Budget Reduction Title :</b>	<b>Creating a Better Place - Projects &amp; Assets</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Creating a Better Place - Projects and Assets</p> <p>'Creating a Better Place' sets out a comprehensive vision and strategic framework for the borough, and maps out Oldham Council's ambitious and bold plans to support economic recovery across the borough and reinforces the importance of green open space in alignment with Council priorities to remain the Greenest Borough. Focus areas continue to include: creating 2,400 (previously 2,000) new homes for our residents with a range of different budgets and needs; the importance of creating 1,000 new jobs through regeneration is now associated with economic recovery; and, supporting and creating skilled pathways for 100+ new apprenticeships to help ensure residents of any age can learn new skills to help them secure the employment opportunities available across the economy. More than ever we need to ensure Oldham is a great place to visit with safety prioritised and with lots of family friendly and accessible places to go.</p> <p>Following the review, the new capital allocation required was reduced by c£100m (capital), AND provides revenue savings of c£8.2m.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	12,860
Other Operational Expenses	26,230
Income	(36,211)
<b>Total</b>	<b>2,879</b>

<b>Current Forecast (under) / overspend</b>	<b>5,073</b>
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<b>Number of posts (Full time equivalent)</b>	<b>424.68</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(1,541)</b>	<b>(2,991)</b>	<b>(3,684)</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Cabinet papers include all detail on property.
<b>Service Delivery</b>
None - reduced portfolio overtime.
<b>Future expected outcomes</b>
Cabinet papers include all detail.
<b>Organisation</b>
Cabinet papers include all detail - placed based working, reduced asset base, projects for economic recovery.
<b>Workforce</b>
Change of skill requirements - full impact reported separately.
<b>Communities and Service Users</b>
None- different delivery models in support of enhanced service delivery / targeted / efficient / improved.
<b>Oldham Cares</b>
None directly - but linked to service delivery reviews.
<b>Other Partner Organisations</b>
None directly - but linked to service delivery reviews.

Who are the key stakeholders?

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

**Benefits to the organisation/staff/customers including performance improvements**

Linked to service reviews, efficiency and improvements.

## Section C

**Key Risks and Mitigations:**

<b>Risk</b>	<b>Mitigation</b>
Property market - uncertainties.	Disposals strategy to avoid flooding market and phased approach to delivery.
Service review delays.	Engagement and collaboration for change of use to buildings and service delivery models.
Member / Community concerns.	Engagement, information sharing and collaboration for change to service delivery models.

**Key Development and Delivery Milestones:**

<b>Milestone</b>	<b>Timeline</b>
Formal decision on budget reduction proposal.	4 March 2021.
This option contains a variety of projects each with their own separate milestones included in line with the Council's Project Monitoring procedures.	Various.
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 proposals will be met from a fundamental review of assets and their management in line with the principles of the Creating a Better Place strategy to deliver the required savings.

Signed RO	05-Oct-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

<b>Reference :</b>	<b>PPL-BR1-402</b>
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<b>Responsible Officer :</b>	<b>Emma Barton</b>
<b>Cabinet Member :</b>	<b>Cllr S Fielding</b>
<b>Support Officer :</b>	<b>Emma Barton</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Economy Skills and Neighbourhoods Management</b>
<b>Budget Reduction Title :</b>	<b>Creating a Better Place - Service Review</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Creating a Better Place - Service Review across Economy Directorate</p> <p>Creating a Better Place' sets out a comprehensive vision and strategic framework for the borough, which includes the Oldham Town Centre Vision, the Housing Strategy, and utilisation of the Council's corporate estate (land and property) to support development and open space requirements across the borough.</p> <p>Delivery of the ambitious programmes of work requires efficient and effective systems, processes and resources. Significant work has already taken place during 2019 to ensure the right resources are in place for robust, fit for purpose governance and effective delivery. Officer resources need reviewing to ensure they are targeted at achieving the agreed programme, with the right people, with the right skills to help drive the transformation needed. While some change is needed, it is inevitable that there will be an overall reduction in staffing resources.</p> <p>Services in scope - Regeneration, Property Services, Planning, Business Support, Housing, Estates - within the Economy directorate.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	12,860
Other Operational Expenses	26,230
Income	(36,211)
<b>Total</b>	<b>2,879</b>

<b>Current Forecast (under) / overspend</b>	<b>5,073</b>
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<b>Number of posts (Full time equivalent)</b>	<b>424.68</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(300)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Refer to Cabinet reports for Creating a Better Place.
<b>Service Delivery</b>
None - different service arrangement and skill sets needed to deliver programme and savings.
<b>Future expected outcomes</b>
N/a
<b>Organisation</b>
More efficient use of staff and skills to deliver creating a better place - build homes, create jobs, enhance skills.
<b>Workforce</b>
Change of service delivery model, change to job roles.
<b>Communities and Service Users</b>
None.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
None.

Who are the key stakeholders?

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

**Benefits to the organisation/staff/customers including performance improvements**

A £0.300m contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Disengagement while consultation and change takes place.	Work programme review, engagement.
Delay to programme / savings achievement.	Additional staff (agency) to provide service continuity if needed.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Formal decision on budget reduction proposal.	4 March 2021.
Completion of Staff consultation.	27 May 2021.
Implementation of new structure.	1 July 2021.
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	12-Apr-2021	27-May-2021
Trade Union	22-Mar-2021	27-May-2021
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>The proposal can be met from a service review of the Economy directorate in line with the principles of the Creating a Better Place Strategy.</p> <p>The proposal will result in the a reduction of 5FTE posts.</p>

Signed RO	05-Oct-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

Reference :	PPL-BR1-404
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Responsible Officer :	Emma Barton
Cabinet Member :	Cllr H Roberts
Support Officer :	Simon Rowberry

## BR1 - Section A

Service Area :	Planning & Infrastructure
Budget Reduction Title :	Printing Reduction - Digital Platform Roll Out

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Digital Platform to reduce significant printing costs (Planning)</p> <p>Planning (and Building Control) have invested time and resources over last 12-18 months introducing new digital platform - UNIFORM - to provide enhanced online service. This includes self-help information and advice, together with new digital platforms for officers to access planning files, drawings and applications without the need to print copies of (in triplicate).</p> <p>The savings identified here represent the reduction in plotting and printing by embracing the use of digital system, while providing an enhanced service to the public as part of the service improvement plan.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	992
Other Operational Expenses	101
Income	(786)
<b>Total</b>	<b>307</b>

<b>Current Forecast (under) / overspend</b>	<b>56</b>
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<b>Number of posts (Full time equivalent)</b>	<b>22.80</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	(20)	0	0
<b>Proposed Staffing Reductions (FTE)</b>	0.00	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
Positive impact - better customer service, engagement and self-help information update.
<b>Future expected outcomes</b>
Better customer service, engagement and self-help information update.
<b>Organisation</b>
Reduction in printing costs, paper, printers, toner etc.
<b>Workforce</b>
Supports service improvement plan.
<b>Communities and Service Users</b>
Positive impact - better customer service, engagement and self-help information update.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
None.

Who are the key stakeholders?

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

**Benefits to the organisation/staff/customers including performance improvements**

A £0.020m contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Failure of IT system forces reversion to printing documents.	Ensure system is adequately maintained and updated.
Staff continue to print documents.	Staff engagement and training for replacement system.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Implementation of digital platform.	Throughout 2020/21.
Formal decision on budget reduction proposal.	4 March 2021.
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 budget reduction is expected to be met from the use of the digital platform reducing the requirement to print documents. The platform has been implemented in 2020/21.

Signed RO	05-Oct-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr H Roberts	18-Jan-2021

Reference :	PPL-BR1-408
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Responsible Officer :	Carol Brown
Cabinet Member :	Cllr B Brownridge
Support Officer :	Carol Brown

## BR1 - Section A

Service Area :	Environmental Management
Budget Reduction Title :	Re-align grounds maintenance-support core functions/cut traded offer

<b>Budget Reduction Proposal - Detail and Objectives :</b>
The maintenance of parks, open space and cleaner streets will form the core activity and the service will be restructured to reduce externally traded services.

2020/21 Service Budget and Establishment	£000
Employees	6,771
Other Operational Expenses	3,698
Income	(3,153)
<b>Total</b>	<b>7,316</b>

Current Forecast (under) / overspend	(204)
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Number of posts (Full time equivalent)	223.34
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(150)	0	0
Proposed Staffing Reductions (FTE)	6.00	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
NIL
<b>Service Delivery</b>
To be evaluated.
<b>Future expected outcomes</b>
Services directly aligned to core service aligned to a place based approach and environmental policy drivers.
<b>Organisation</b>
Service restructure to realign resource to core services.
<b>Workforce</b>
The restructure is supported by the voluntary redundancy process.
<b>Communities and Service Users</b>
No impact expected on communities and schools will be directed to local contractors for grounds maintenance work.
<b>Oldham Cares</b>
NIL.
<b>Other Partner Organisations</b>
A number of premises are leased within parks to generate income and provide a presence. Eg cafe's and local community groups (Get Oldham Growing).

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	Yes
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
Cafe's and local community groups (Get Oldham Growing).	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Place based services and a limited number of schools.	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.150m contribution to the 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Failure to complete restructure will result in unbudgeted costs.	Restructure prioritised to ensure it aligns with consultation dates.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Provision of a list of local providers to schools.	March 2021.
Realignment of staff to meet core service provision.	April 2021.
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	10-Nov-2020	18-Feb-2021
Public	not applicable	not applicable
Service User	23-Nov-2020	01-Feb-2021
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 restructure proposals have been agreed and involve a net reduction of 6 FTE posts. The structure is in the process of being implemented and is expected to be in place by the start of the 2021/22 financial year, as a result the budget option can be achieved.

Signed RO	13-Jan-2021
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr B Brownridge	18-Jan-2021

<b>Reference :</b>	<b>PPL-BR1-407</b>
<b>Responsible Officer :</b>	<b>Carol Brown</b>
<b>Cabinet Member :</b>	<b>Cllr B Brownridge</b>
<b>Support Officer :</b>	<b>Carol Brown</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Highways Operations - Unity</b>
<b>Budget Reduction Title :</b>	<b>Transfer of client officer to Unity</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
The client role for Unity is no longer needed given the revised Unity arrangements. The proposal deletes this post whilst transferring the skills of the individual to work within Unity.

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	203
Other Operational Expenses	2,055
Income	(495)
<b>Total</b>	<b>1,763</b>

<b>Current Forecast (under) / overspend</b>	<b>(250)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>5.00</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	<b>(40)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
NIL
<b>Service Delivery</b>
NIL
<b>Future expected outcomes</b>
Improved alignment of key projects delivered by Unity Highways.
<b>Organisation</b>
NIL
<b>Workforce</b>
NIL
<b>Communities and Service Users</b>
NIL
<b>Oldham Cares</b>
NIL
<b>Other Partner Organisations</b>
NIL

Who are the key stakeholders?

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

**Benefits to the organisation/staff/customers including performance improvements**

Direct management of key infrastructure projects.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
No risks associated with this particular proposal.	N/a
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Job Description for revised position in place.	March 2021.
Transfer of officer role.	September 2021.
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 transfer of the member of staff will result in the deletion of an existing Council post costed at £53k p.a. which will enable the budget proposal to be achieved.

Signed RO	13-Jan-2021
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr B Brownridge	18-Jan-2021

Reference :	PPL-BR1-406
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Responsible Officer :	Carol Brown
Cabinet Member :	Cllr B Brownridge
Support Officer :	Carol Brown

## BR1 - Section A

Service Area :	Public Protection
Budget Reduction Title :	Review of Street Lighting Contract

<b>Budget Reduction Proposal - Detail and Objectives :</b>
The budget supporting the street lighting contract can deliver savings against current provision.

2020/21 Service Budget and Establishment	£000
Employees	137
Other Operational Expenses	6,262
Income	(2,599)
<b>Total</b>	<b>3,800</b>

Current Forecast (under) / overspend	(306)
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Number of posts (Full time equivalent)	3.00
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(150)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
NIL
<b>Service Delivery</b>
NIL
<b>Future expected outcomes</b>
NIL
<b>Organisation</b>
NIL
<b>Workforce</b>
NIL
<b>Communities and Service Users</b>
NIL
<b>Oldham Cares</b>
NIL
<b>Other Partner Organisations</b>
NIL

Who are the key stakeholders?

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

**Benefits to the organisation/staff/customers including performance improvements**

A £0.150m contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
The relationship with the contractor deteriorates and claims raised.	Work towards maintaining a good and fair relationship with the contractor.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Formal decision on budget reduction proposal.	4 March 2021.
Reduction in Street Lighting budget.	From April 2021.
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

<b>Finance Comments</b>
It is currently anticipated that this budget option can be achieved as a result of reduced risks associated with the contract.

Signed RO	13-Jan-2021
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr B Brownridge	18-Jan-2021

Reference :	PPL-BR1-409
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Responsible Officer :	Carol Brown
Cabinet Member :	Cllr B Brownridge
Support Officer :	Carol Brown

## BR1 - Section A

Service Area :	Public Protection
Budget Reduction Title :	Restructure of Neighbourhood Enforcement Team

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Restructure of current environmental enforcement resource.</p> <p>The restructure will ensure responsiveness to districts in support of place based working and will also enable a fuller response to reported issues by ensuring that the staff within the team have a wider skill set. Close working with the clean up teams and the district officers will be an integral part of the model.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	4,088
Other Operational Expenses	873
Income	(1,020)
<b>Total</b>	<b>3,941</b>

<b>Current Forecast (under) / overspend</b>	<b>162</b>
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<b>Number of posts (Full time equivalent)</b>	<b>98.92</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	(100)	0	0
<b>Proposed Staffing Reductions (FTE)</b>	3.00	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
NIL
<b>Service Delivery</b>
A wider approach to place based enforcement activity.
<b>Future expected outcomes</b>
Focus on localised enforcement whilst actively linking to wider place based issues.
<b>Organisation</b>
Minimal.
<b>Workforce</b>
Consultation will be required as a reduction in workforce proposed.
<b>Communities and Service Users</b>
Will be kept to a minimum.
<b>Oldham Cares</b>
NIL
<b>Other Partner Organisations</b>
NIL

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Place based teams.	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.100m contribution to the 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Failure to complete restructure will result in unbudgeted costs.	Restructure prioritised to ensure it aligns with staff consultation dates.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Staff consultation.	4 January 2021 to 18 February 2021.
Formal decision on budget reduction proposal.	4 March 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
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 budget option is achievable as a result of the reduction in posts of 3FTE in the service.

Signed RO	13-Jan-2021
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr B Brownridge	18-Jan-2021

<b>Reference :</b>	<b>PPL-BR1-439</b>
<b>Responsible Officer :</b>	<b>Helen Lockwood</b>
<b>Cabinet Member :</b>	<b>Cllr A Jabbar</b>
<b>Support Officer :</b>	<b>Nicola Harrop</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Client Support Services</b>
<b>Budget Reduction Title :</b>	<b>Internal Efficiency Initiatives (Unity Partnership)</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The Unity Partnership Limited (UPL) have carried out a review of costs and have identified a number of internal efficiencies which are as follows:</p> <ul style="list-style-type: none"> <li>- ICT restructure</li> <li>- Payroll restructure</li> <li>- General efficiencies and reduction in overheads</li> <li>- Income generation</li> <li>- Digital mail</li> <li>- Recruitment</li> <li>- Exchequer</li> </ul> <p>The efficiency measures will result in a reduced charge to the Council in 2021/22 of £0.780m increasing to £1.210m from 2022/23.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	11,007
Income	(0)
<b>Total</b>	<b>11,007</b>

<b>Current Forecast (under) / overspend</b>	<b>0</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(780)</b>	<b>(430)</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None
<b>Service Delivery</b>
The majority of the initiatives will affect the internal workings of UPL and not impact on the Council however, there could be an impact on service delivery to internal Council staff with regards to the changes to the IT helpdesk and service engineers.
<b>Future expected outcomes</b>
The proposal will contribute to the achievement of the 2021/22 budget reduction target.
<b>Organisation</b>
None
<b>Workforce</b>
None
<b>Communities and Service Users</b>
None
<b>Oldham Cares</b>
None
<b>Other Partner Organisations</b>
None

Who are the key stakeholders?

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

**Benefits to the organisation/staff/customers including performance improvements**

A £0.780m contribution to the achievement of the 2021/22 budget reduction target and an additional £0.430m for 2022/23.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
The proposed restructures by UPL do not deliver the anticipated savings.	Regular budget review meetings to take place.
Lost productivity within the Council due to delays in fixing ICT issues.	Kept under constant review by ICT and the Council.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Revised core fee with the Council for 2021/22 is agreed by UPL board.	December 2020.
Formal decision on budget reduction proposal.	4 March 2021.
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>The budget reduction proposal submitted by UPL is following a review of internal costs. The savings identified are from a mixture of service restructures and reduced costs such as overheads.</p> <p>The saving to the Council is £0.780m in 2021/22 increasing to £1.210m from 2022/23 onwards and will be met from a reduction in the core fee paid to UPL.</p>

Signed RO	22-Dec-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	18-Jan-2021

<b>Reference :</b>	<b>PPL-BR1-421</b>
<b>Responsible Officer :</b>	<b>Dominic Whelan</b>
<b>Cabinet Member :</b>	<b>Cllr A Jabbar</b>
<b>Support Officer :</b>	<b>Chris Kelsall</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Corporate and Commercial Services Management</b>
<b>Budget Reduction Title :</b>	<b>Transformation of the Contact Centre</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>An initial review of the current operating model for Customer engagement has been underway.</p> <p>This proposal will deliver the Customer Support Centre offer for residents and businesses by:</p> <ul style="list-style-type: none"> <li>Transforming the existing Unity Customer Service offer (including Contact Centre, Access Oldham) to create a “one front-door” Customer Support Centre.</li> <li>Delivering the people structure for the Customer Support Centre.</li> <li>Delivering the new face-to-face and virtual support offer available via bookable appointment through triage over the phone. Appointments will be available across various locations resulting in the permanent closure of Access Oldham. Assisted Digital support will be available via the Library Network.</li> </ul>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	1,210
Income	(0)
<b>Total</b>	<b>1,210</b>

<b>Current Forecast (under) / overspend</b>	<b>0</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(120)</b>	<b>(45)</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>5.00</b>	<b>2.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
See additional information below.
<b>Service Delivery</b>
To bring Team Oldham's main access channels and teams within Unity Partnership together to form the Customer Support Centre. This will ensure a consistent and aligned approach to customer contact and journeys and will create clear ownership and drive to deliver a culture of continual service improvement.
<b>Future expected outcomes</b>
See additional information below.
<b>Organisation</b>
The saving will be delivered by a reduction in FTE's. The staffing reduction would be in Unity Partnership and the saving to the Council will be from a reduction in the core fee paid to Unity Partnership for Customer Services.
<b>Workforce</b>
Reduction in Unity Partnership staffing of 5 FTE's in 2021/22 and a further 2 FTE's in 2022/23.
<b>Communities and Service Users</b>
See additional information below.
<b>Oldham Cares</b>
N/a.
<b>Other Partner Organisations</b>
Not directly linked with the proposal for reductions, the new customer model will involve engagement and work with partners from the voluntary and third sector but not specifically for this BR proposal.

Who are the key stakeholders?

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

## Benefits to the organisation/staff/customers including performance improvements

See additional information below.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Residents with limited access to digital technology may find it difficult to access appropriate support.	As part of the Customer Support Centre project assisted digital will be established at locations across Oldham. A more targeted face to face offer remains available via bookable appointments at locations across Oldham.
Management Capacity - (Project overseen by Dominic Whelan as Unity Chief Operating Officer and SRO for Customer and Digital, supported by Fran Lautman, Customer and Digital Lead).	Regular updates will be provided by the Business Change Lead and they will seek steer on risk mitigation and management. A re-purposed Customer and Digital board will be enacted to govern the delivery of the project throughout the project lifecycle. The project board will meet as required in line with the proposed Agile approach.
Access Oldham capacity (Access Oldham are delivering multiple aspects of the Covid Response including Helpline, SIPS payments, the upcoming discretionary scheme and Tracing meaning that full time capacity is being utilised).	Plan additional resourcing requirements utilising external funding as part of Covid response. Ensure Team are working effectively and efficiently by maximising systems and processes.

### Key Development and Delivery Milestones:

Milestone	Timeline
Cabinet Member Delegated approval for capital funding to enable the delivery of the Oldham Digital Platform as part of the Customer Support Centre project.	19 November 2020.
Staff Consultation on Proposals. Service restructure undertaken and Customer Support Centre Structure in place.	January - February 2021 (Staff consultation). 31 March 2021 (Structure in place).
Enabling technology implementation.	January to June 2021.
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
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 budget reduction proposal in relation to the transformation of the contact centre will generate savings of £120k in 2021/22 increasing to £165k from 2022/23 onwards. Whilst the headcount reduction will be within Unity Partnership the saving to the Council will be via a reduction in the core fee paid for Customer Services.

Signed RO	04-Dec-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	18-Jan-2021

## Additional Information (if required)

### Property Impact:

Due to Coronavirus, Access Oldham has been closed since March 2020. Customer Services and Housing Options have been offered by a combination of phone and digital services.

Rather than re-open Access Oldham, it is proposed to redesign the customer support service to provide an improved customer experience and journey (described elsewhere in this document) with more local support available where needed. The face-to-face appointment service will be scaled down and will be by appointment only, rather than a drop-in service, held at other facilities throughout the borough.

This reduces the need for specific front of house staffing and security in this single site and creates opportunities to reduce other staffing levels through service re-design. It will offer minor reductions in utility costs for this small area of the Civic Centre real estate and clears one of the future dependencies for the Creating a Better Place strategy.

### Impact on future expected outcomes:

This scheme offers a range of benefits both to residents and financial and non-financial benefits for Team Oldham.

Residents will no longer need to travel to a central point to access face-to-face support. As described in this paper, the function will be re-shaped and aligned across several services and face to face support will be available via bookable appointments across a number of locations based on local needs.

Residents won't be required to repeat their stories to as many services as the Customer Support Centre utilises effective triage and the customer experience will become more consistent across access channels as the Customer Support Centre becomes the front door for Team Oldham.

By focussing on the customer experience, the Customer Support project delivers initial savings by removal of FTE cost estimated at an initial 5 FTE reduction for 31 March 2021 and a further 2 FTE in 2022/23. The project creates the people, process and technical foundations to appropriately equip the Contact Centre to drive savings through customer journey and service redesign and rationalisation from 1 April 2021 onwards. It has the potential to improve our operational effectiveness and efficiency by creating the appropriate underpinning technology via the Oldham Digital Platform and therefore an improved customer experience and council reputation. Additionally, it will enable growth for additional services for Team Oldham and other opportunities via this single front door. Furthermore, keeping records up to date, greater compliance, and unlocking insights across channels to better manage demand and needs reduction.

### Impact on communities and service users:

#### A Joined-Up View of Peoples Experiences and Needs:

- Where it adds value, we strive to have a single view of the customer access channels meaning that we can support people effectively, efficiently and holistically by accessing the relevant data, information and insight.
- People feel that we understand their needs – we have access to the right information across access channels to support them holistically supported by strength-based conversations.
- We have access to the information we need to support at the first point of contact meaning that people don't have to repeat their story and experience.

#### People at the Centre of Service Design and Delivery:

- Services, processes, and customer journeys are designed based on intelligence and insight and we pro-actively involve people in redesigning services, testing processes and customer journeys.



### Additional Information (if required)

#### Organisation / Performance benefits:

In delivering this project, it will make it easier for residents and businesses to get the support they need at the right time and closer to home. Over time, additional services will be added to the Customer Support Centre as the 'one front door' to create economies of scale and consistent response quality and response times.

Rather than residents travelling into the centre of Oldham to queue and wait for an appointment at Access Oldham to find out information, answer queries or receive support and advice for areas such as Housing, Benefits or Council Tax, the Customer Support Centre project aims to provide services and support at a more localised level.

## Equality Impact Assessment Tool

	<b>Reference:</b> PPL-BR1-421
<b>Responsible Officer</b>	Dominic Whelan, COO Unity Partnership (EIA written by Fran Lautman, Customer and Digital Lead)
<b>Cabinet Member:</b>	Cllr Abdul Jabbar, Deputy Leader and Cabinet Member for Finance and Green
<b>Support Officer</b>	Sarah Whittle, Policy Manager

<b>Service Area:</b>	Customer Support Centre Project
<b>Budget Reduction Title:</b>	Transformation of the Contact Centre

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	This EIA relates to the delivery of the Customer Support Centre project. The first phase of the project will be delivered by 31 March 2021. A proposal has been developed as part of the budget savings for 2021-22 and this proposal is subject to consultation.
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	<p>The Customer Support Centre project will create the enabling foundations for Team Oldham to improve the customer journey and experience for people who use support and services, whilst as the same time improving our effectiveness, efficiency, and reducing the cost of delivering our customer service offer. By reshaping our customer offer in a way that is sustainable and in alignment with key strategies and roadmaps including ICT and Digital, it should provide the basis to release savings across a range of service areas.</p> <p>The Customer Support Centre project recognises that the current approach to customer service is neither meeting customer needs nor is it effective or efficient for us to deliver:</p> <ul style="list-style-type: none"> <li>• The current model is not focused on understanding peoples needs and is disparate with many front doors, access channels and functions operating with little alignment or connectivity. At present, residents travel across the borough to a single central location Access Oldham for support with queries.</li> <li>• There is duplication and inefficiency across several services creating a poor customer experience where route causes are not addressed and a failure to managed demand effectively.</li> <li>• Both Access Oldham and the Contact Centre are handling complex, multidimensional, root cause challenges that the service is not set up to resolve meaning people don't have their issues resolved causing them distress and creating additional demand and cost. People must repeat their stories more than once and are often pushed from service-to-service as their circumstances meet some service thresholds and not others.</li> <li>• Some transactional queries (previously handled by face to face or via the phone) have shifted to self-service. However, the current Contact Centre includes several services whereby self-service functionality is available, but access channels haven't yet been rationalised meaning demand comes through Access Oldham or the Contact Centre creating avoidable cost.</li> <li>• Customer Services staff and processing staff are interwoven across several teams across Unity Partnership creating unclear accountabilities and inefficiency.</li> <li>• Operational responsibility for the main Access channels is interwoven across several teams Unity Partnership meaning they are unaligned and uncoordinated.</li> </ul>

- Services can choose to opt out of the Contact Centre model. There is inconsistency across these services in terms of customer responsive time and customer care.
- The Contact Centre has had minimal investment since its inception in 2008 and requires investment and rationalisation of the current technology to deliver an efficient and effective service.

The Customer Support Centre will over time become Team Oldham's front door for people who use support and services apart from CHASC (MASH as the front-door).

The project has been developed considering the key learning from Place Based Intergration pilots and the Coronavirus Helpline and Hubs. The project aims to make sure that Teams Oldham's support and services are easy to use and access conveniently.

The proposal is subject to public and staff consultation. A high-level approach to the future delivery is outlined as follows:

- Transactional single-service interactions and general queries will be encouraged to use online access only. Whilst this is primarily intended to be self-serve it will be supplemented by an 'assisted digital' offer led by the Library service. This will likely be enhanced by a tablet lending service facilitated by the Library service (funded by several successful external funding bids).
- The Customer Support Centre (CSC) becomes the front door for support and services via telephone, social media customer queries and e-forms. Whilst providing an access point for Council Services, the number of transactional single-service interactions will reduce significantly over time as work progresses to redesign customer journeys across Services. The intent is that the CSC will focus particularly on those cases that are more complex and multi-faceted apart from some health and social care services (with MASH being the CHASC front door).
- Rather than being serviced focused, the CSC team will focus on support and understanding needs with a strength-based focus. With effective triage, they will signpost and refer to the relevant support for example Early Help services or financial support services. Triage will ensure Face-to-face support is provided where needed via bookable appointments available at locations across Oldham ensuring that face to face support is effectively joined up and targeted.

**1c**

**What are the main aims of the project, policy or proposal?**

The scope of the first phase entails delivering the people enablers (service restructure) and technology enablers (Oldham Digital Platform) to bring Team Oldham's main access channels (telephony, email, social and face to face) and teams within Unity Partnership together for the first time to form the Customer Support Centre. This will ensure a consistent and aligned approach to customer contact and journeys and will create clear ownership and drive to deliver a culture of continual service improvement.

By creating the underpinning people and technology foundations in this first phase, we will be able to move forward in subsequent phases (1 April 2021 onwards) to review each service and their customer journeys that touch the Customer Support Centre. By utilising the capability of the Oldham Digital Platform alongside change capacity from a single digital delivery function, we will rationalise the customer journey, access channels and remove duplication resulting in an improved customer experience and savings for Team Oldham. The investment also creates the enabling foundations to consolidate further services within the Customer Support Centre as it becomes the front door for all services except for some Health and Social Care (with the MASH being the CHASC front door). Each service area will similarly undergo the same change journey to deliver an improved customer experience and savings.

This scheme offers a range of financial and non-financial benefits including significant cost savings by improving operational effectiveness and efficiency and therefore an improved customer experience and council reputation. A summary of the key benefits includes:

- Delivery of savings by removal of FTE cost, estimated at an initial 5 FTE reduction for 31 March 2021.
- Creating the people, process and technical foundations to appropriately equip the Contact Centre to drive savings through customer journey and service resign and rationalisation from 1 April 2021 onwards.
- Enable growth for additional services for Team Oldham and other opportunities via this front door.
- Keeping records up to date, greater compliance, and unlocking insights across channels to better manage demand and needs reduction.

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

The Customer Support Centre project aims to provide multiple benefits as to how people access support and services including the following:

- By increasing our self-serve offer, residents will be able to access services at a time and place that suits them.
- People will be booked onto appointments (where needed) for face to face support in the areas that they live rather than needing to come into the centre of Oldham.
- Assisted digital be available more locally where needed rather than needing to come into the centre of Oldham.
- Residents will receive more holistic rather than service focussed support through the Customer Support Centre. By listening to and understanding needs and with a strengths-based approach, residents will be supported by multiple services where needed.
- By bringing together the main access channels and widening the scope of services within the Customer Support Centre, people will receive a more consistent and timely response to queries and advice.

The Customer Support Centre projects aims to improve customer journeys and the customer experience and deliver a much-improved offer than the current model.

It will mean that some services that are currently available now via telephone will no longer be available to access in this way. The support mechanism is place to address this is the assisted digital offer and tablet lending scheme that will be set up by the Library service.

**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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<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	<b>What do you think the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

1h	<b>How have you come to this decision?</b>	
	<p>The Customer Support Centre projects aims to improve customer journeys and the customer experience and deliver a much-improved offer than the current model.</p> <p>The Equality and Diversity Impact Assessment will be reviewed on a quarterly basis in line with best practice and also at any such time if the scope changes.</p>	

## Stage 5: Signature

Role	Name	Date
Lead Officer	Fran Lautman	22/12/2020
Approver Signatures	Fran Lautman	22/12/2020

<b>EIA Review Date:</b>	TBC
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## BR1 - Section A

Service Area :	Commissioning and Procurement
Budget Reduction Title :	Procurement Staffing Reduction

### Budget Reduction Proposal - Detail and Objectives :

Commercial Procurement Unit has 2 vacancies at a senior level within it's current structure. As a budget reduction, 1 of the vacancies is to be offered up as a saving for the financial year 2021/22 of £101k.

### 2020/21 Service Budget and Establishment

	£000
Employees	640
Other Operational Expenses	132
Income	(489)
<b>Total</b>	<b>283</b>

### Current Forecast (under) / overspend

512

### Number of posts (Full time equivalent)

12.00

	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(101)	0	0
Proposed Staffing Reductions (FTE)	1.00	0.00	0.00

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

Ongoing

## Section B

What impact does the proposal have on the following? :

<b>Property</b>
N/A
<b>Service Delivery</b>
N/A
<b>Future expected outcomes</b>
N/A
<b>Organisation</b>
N/A
<b>Workforce</b>
N/A
<b>Communities and Service Users</b>
N/A
<b>Oldham Cares</b>
N/A
<b>Other Partner Organisations</b>
N/A

Who are the key stakeholders?

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

**Benefits to the organisation/staff/customers including performance improvements**

A £0.101m contribution to the Council's 2021/22 budget reduction requirement.

## 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 decision on budget reduction proposal.	4 March 2021.
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 vacant post within the Procurement team which if deleted would achieve the budget reduction of £101k. However, the service is forecasting a pressure in 2020/21 currently projected at £512k after allowing for the offsetting effect of vacancies. This pressure relates to an unachievable income budget and the current reliance on agency staff.

Signed RO	04-Dec-2020
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Signed Finance	02-Oct-2020
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	18-Jan-2021

<b>Responsible Officer :</b>	<b>Anne Ryans</b>
<b>Cabinet Member :</b>	<b>Cllr A Jabbar</b>
<b>Support Officer :</b>	<b>Neil Stott</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Finance</b>
<b>Budget Reduction Title :</b>	<b>Financial Services Redesign</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The aim of the Finance Team is to deliver high quality service to the Council. It is required to operate having regard to relevant statutory requirements, Accounts and Audit regulations and Codes of Practice. From an Accountancy Division perspective, as a support service, the team has been structurally aligned to the Councils operational management arrangements. Other Divisions of service, (Internal Audit, Counter Fraud, Risk and Insurance, Information Governance, Revenues and Benefits, (including Accounts Receivable and Payable), Welfare Rights and Complaints have been designed to reflect the needs of the wider organisation. The whole service is, however, constantly reviewing its working arrangements to reflect efficiencies in operational practice to where possible reduce the head count requirement and ensure value for money.</p> <p>For some time, the approach has been that where vacancies occur, that these will only be filled where deemed essential and to consequently realign operating arrangements to reflect new ways of working, changes in organisational requirements and efficiencies. As a result the whole service needs to be formally restructured to remove vacancies and to have regard to any requests for Voluntary Redundancy which allow opportunities for further realignment. It is important to note that the service review will be in part focussed on a business partnering approach which will require managers to take more responsibility for financial management of their own services.</p> <p>The Service has year on year put forward budget reduction proposals and has considered how best it might support the significant budget challenge for 2021/22.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	5,183
Other Operational Expenses	4,172
Income	(1,662)
<b>Total</b>	<b>7,693</b>

<b>Current Forecast (under) / overspend</b>	<b>332</b>
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<b>Number of posts (Full time equivalent)</b>	<b>114.79</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(389)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>9.40</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
There will be no impact on property from this proposal.
<b>Service Delivery</b>
See additional information below.
<b>Future expected outcomes</b>
The proposal will contribute to the achievement of the 2021/22 budget reduction target.
<b>Organisation</b>
There will be no impact on the organisation from this proposal.
<b>Workforce</b>
There will be a reduction of 9.4 FTE which will be managed via vacancies and the voluntary redundancy process.
<b>Communities and Service Users</b>
There will be no impact on communities and service users from this proposal.
<b>Oldham Cares</b>
There will be no impact on Oldham Cares from this proposal.
<b>Other Partner Organisations</b>
There will be no impact on other partner organisations from this proposal.

Who are the key stakeholders?

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

**Benefits to the organisation/staff/customers including performance improvements**

A £0.389m contribution to the achievement of the 2021/22 budget reduction target.

## Section C

**Key Risks and Mitigations:**

<b>Risk</b>	<b>Mitigation</b>
Concerns expressed by staff.	Consultation and discussions with staff.
Concerns expressed by service users.	Service provision will not be compromised as some of the posts have been vacant for some time and the service reorganisation ensures service continuity.
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:**

<b>Milestone</b>	<b>Timeline</b>
Preparation of a consultation document for staff.	December 2020.
Consult with staff and Trade Unions.	4 January 2021 - 18 February 2021.
Incorporation of any changes arising from consultation.	January / February 2021.
Implementation.	April 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
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>The Finance Service redesign will result in a net reduction of staff of 9.4 FTE's. This is by the deletion of posts either from voluntary redundancy or the deletion of existing vacant posts.</p> <p>The budget reduction is achievable from 2021-22.</p>

Signed RO	05-Jan-2021
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Signed Finance	17-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	18-Jan-2021

**Additional Information (if required)**

Impact on service delivery:

It is anticipated that service managers may be required to take a more proactive approach to financial management where a business partnering approach is applied. This will be managed with training/consultation as appropriate. Where there is a realignment with other teams, it is envisaged that services will be maintained but may be delivered differently.

Reference :	CRC-BR1-448
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Responsible Officer :	Julia Veall
Cabinet Member :	Cllr A Chadderton
Support Officer :	Paul Dernley

## BR1 - Section A

Service Area :	HR & Organisational Development
Budget Reduction Title :	Voluntary Redundancies

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The Council's Voluntary Redundancy programme has resulted in the approval of applications, and therefore savings, additional to those captured in the existing budget reduction proposals. Cabinet have approved all Voluntary Redundancy Applications on the 30th November 2020 and this budget reduction proposal seeks to formalise the additional savings outside of already submitted proposals.</p>

<b>2020/21 Service Budget and Establishment</b>	(Not applicable - Cross cutting)	<b>£000</b>
Employees		
Other Operational Expenses		
Income		
<b>Total</b>		N/a

<b>Current Forecast (under) / overspend</b>	N/a
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<b>Number of posts (Full time equivalent)</b>	N/a
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	(805)	0	0
<b>Proposed Staffing Reductions (FTE)</b>	18.93	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None
<b>Service Delivery</b>
Services have considered the impact of approved applications and any structural changes as a result will be enacted in line with the corporate programme for service redesign.
<b>Future expected outcomes</b>
These will be determined at a service level and addressed through service redesign where necessary.
<b>Organisation</b>
The deletion of roles in connection with the acceptance of voluntary redundancy will impact on services in different ways. The impact will be determined at a service level and addressed through service redesign where necessary.
<b>Workforce</b>
The acceptance of voluntary redundancies to make savings will reduce the requirement to make compulsory redundancies as part of the budget reduction programme. This is therefore a positive way to make some of the required savings.
<b>Communities and Service Users</b>
These will be determined at a service level and addressed through service redesign where necessary.
<b>Oldham Cares</b>
These will be determined at a service level and addressed through service redesign where necessary.
<b>Other Partner Organisations</b>
These will be determined at a service level and addressed through service redesign where necessary.

Who are the key stakeholders?

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



## Benefits to the organisation/staff/customers including performance improvements

These will be determined at a service level and addressed through service redesign where necessary.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
The proposed Pension Reform regulations reduce exit packages to individuals if enacted prior to their leaving date.	Individuals adversely affected should the regulations come into force will be offered the option to withdraw their applications. This will need working through with services.
Services lose critical capacity which later needs replacing.	Services have carried out a detailed assessment to determine whether an application can be supported or not. Service redesigns may be required to support the deletion of certain roles and these are currently being worked through.
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
Voluntary redundancy scheme opens.	24 August 2020.
Voluntary redundancy scheme closes.	4 October 2020.
Default exit date for successful applicants.	31 December 2020.
Exit date for applicants for which the service cannot release in December due to service demands.	31 March 2021.

## 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
In support of the Workforce Redesign theme, and in order to deliver required saving, the Council launched a voluntary workforce reduction programme which contributed to a number of specific budget reduction proposals presented elsewhere in this report. In addition, requests for additional voluntary redundancy were received, cross cutting across services, which the Council can support through more efficient service delivery without affecting actual service provision. These additional approvals will deliver an estimated additional £0.805m budget reduction for 2021/22.

Signed RO	02-Dec-2020
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Signed Finance	15-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr A Chadderton	18-Jan-2021