

Appendix B

Business Cases for Alternative Budget Reduction Proposals

BR1 - Section A

Service Area:	Corporate
Budget Reduction Title:	Additional Vacancy Management factor to achieve greater efficiency including limiting the present use of agency staff and consultants

Budget Reduction Proposal - Detail and Objectives:

For the 2019/20 budget and future budgets, the Administration agreed to apply a vacancy factor at a rate of 1.5% (£0.800m saving) to all mainstream employee budgets based on the assumption that some posts would become vacant or would be held vacant during that financial year due to staff turnover.

To assist in reducing the number of agency staff and consultants used across the Council further, the Liberal Democrats propose that a further saving for 2021/22 should be applied at a rate of 0.75% to all Council mainstream employee budgets. This 0.75% vacancy management factor would generate a saving of £0.473m.

2020/21 Service Budget and Establishment	£000
Employees	63,073
Other Operational Expenses	0
Income	0
Total	63,073

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(473)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

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?

Property
None.
Service Delivery
There is no anticipated impact on service delivery. Service staffing budgets will be managed within available resources.
Future expected outcomes
None.
Organisation
There is no anticipated impact on the organisation. Service staffing budgets will be managed within available resources.
Workforce
None.
Communities / Service Users
None.
Oldham Cares
There is no anticipated impact on Oldham Cares apart from Council staffing budgets within Adult Social Care carrying and managing the vacancy factor.
Partner Organisations
None.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

Potential reduction in the number of interim and agency staff used across the authority which may reduce expenditure.

Section C**Key Risks and Mitigations**

Risk	Mitigation
Service budgets will overspend in 2021/22 due to non-achievement of the vacancy management target.	There is an expectation that a percentage of posts will be vacant in year through natural turnover of staff, and that services through to directorates will manage recruitment and cover arrangements accordingly.
Individual budget areas with low staff turnover will fail to meet the vacancy target.	Information on the achievement of vacancy management targets will be made available at service and directorate level to allow a wider analysis of progress against targets and allow offsets between over and under achieving service / directorate areas.
N/A	N/A

Key Development and Delivery Milestones

Milestone	Timeline
Vacancy management targets are calculated, and allocations communicated to service and budget managers.	January 2021
Vacancy management targets are reviewed in line with any organisation change prior to the commencement of the 2021/22 financial year.	November 2020 – February 2021
Vacancy management targets are applied to individual budgets prior to the commencement of the 2021/22 financial year.	March 2021
N/A	N/A

Section D

Consultation required?	No
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments
This proposal is a continuation of the Administrations agreed 2019/20 budget reduction which introduced a 1.5% Vacancy Factor across mainstream budgets within the organisation. Application of any Vacancy Factor carries risks of non-delivery and service overspend as detailed in Section C of this pro-forma and the higher the applied Vacancy Factor, the higher the associated risk to financial and service performance.

Signed RO	04/01/2021
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Signed Finance	04/01/2021
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BR1 - Section A

Service Area:	Corporate
Budget Reduction Title:	Reduction in the amount of stationery purchased across the authority

Budget Reduction Proposal - Detail and Objectives:

The purchase of stationery pre the pandemic was completed using the A1 financial system. This ensures that suppliers used are those where contracts have been agreed by the strategic sourcing team. However, rather than stationery being ordered centrally, it was on occasion ordered by individual teams on an ad hoc basis which did not always ensure best value for money through economies of scale.

Previous proposals for savings around centralising the system have been superseded by the pandemic. This has resulted in substantial home working reducing the requirement for stationery purchased across the authority.

It is appreciated that this would take some time for the full impact of homeworking on future requirements to purchase stationery to be assessed and therefore, the Liberal Democrats propose that for 2021/22, each mainstream stationery budget is reduced by 25%. This would enable teams to begin to look at their stationery needs more effectively and allow the Council to devise, communicate and implement a new way of working upon staff returning to office-based working. Although this new way of working could generate further budgetary reductions the opposition have been prudent and considered the impact of staff returning to office working in the future, as such £0.005m of the saving has been reversed in 2022/23.

2020/21 Service Budget and Establishment	£000
Employees	N/A
Other Operational Expenses	38
Income	N/A
Total	38

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	N/A
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(10)	5	0
Proposed Staffing Reductions (FTE)	0	0	0

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?

Property
None.
Service Delivery
None.
Future expected outcomes
Staff work using the ICT provided reducing the requirement for future Stationery.
Organisation
Staff continue to work at home.
Workforce
There is the potential that the workforce would evaluate whether items were needed if they were required to arrange a pick-up at the office.
Communities / Service Users
None.
Oldham Cares
None.
Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External partners (if yes please specify below)	No
N/A	
Other Council departments (if yes please specify below)	Yes
All Council departments	
Other (if yes please specify below)	Yes
Current suppliers of stationery items	

Benefits to the organisation/staff/customers including performance improvements

Financial savings would be achieved by less stationery required due to increased online working.

Section C**Key Risks and Mitigations**

Risk	Mitigation
Services continue to purchase stationery at the same level as before home working.	Staff continue to minimise work in the office therefore reducing Stationery ordered.
Certain processes continue to require stationery to support them.	The new way of working would be discussed throughout 2021/22 to ensure that stationery ordered does not increase burden on any one service.
N/A	N/A

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to the Overview and Scrutiny Performance and Value for Money Select Committee.	9 February 2021
Implementation of 5% reduction of 2021/22 mainstream stationery budgets.	1 April 2021
New way of working for centralised stationery identified and approved.	April 2021 – March 2022
Implementation of new centralised stationery way of working.	April 2022

Section D

Consultation required?	No
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments
The approval of this budget reduction proposal would reduce mainstream stationery budgets by £0.010m in 2021/22, and £0.005m in 2022/23. Budgets for stationery are held across the Council and therefore this would be a cross cutting saving.

Signed RO	12/01/2021
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Signed Finance	12/01/2021
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BR1 - Section A

Service Area:	Corporate
Budget Reduction Title:	Reduce the number of meetings requiring refreshments

Budget Reduction Proposal - Detail and Objectives:

Pre COVID-19 several meetings took place every day across the Council that incurred additional costs if refreshments were to be provided. Due to COVID restrictions, many face-to-face meetings were changed (due to the need to keep staff safe) with online platforms proving a suitable alternative, Microsoft Teams for example. It is suggested that the continuation of these virtual meetings would be an opportunity for change on a more permanent basis, where appropriate, and as such, the Liberal Democrats propose to reduce the mainstream budgets for refreshments by 10% for 2021/22 with a further 10% reduction in 2022/23.

2020/21 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	39
Income	0
Total	39

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(4)	(4)	0
Proposed Staffing Reductions (FTE)	0	0	0

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?

Property
None.
Service Delivery
None.
Future expected outcomes
Reduction in Council spending on the provision of refreshments.
Organisation
More virtual meetings will be held therefore refreshments are not required.
Workforce
Adaptation of ways of working to incorporate virtual meetings, instead of face-to-face.
Communities / Service Users
None.
Oldham Cares
None.
Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	Yes
Schools	No
Trade Unions	No
External partners (if yes please specify below)	No
N/A	
Other Council departments (if yes please specify below)	Yes
All Council departments	
Other (if yes please specify below)	No
N/A	
Benefits to the organisation/staff/customers including performance improvements	

Financial benefit realised due to a reduction in Council spending on refreshments.

Section C

Key Risks and Mitigations

Risk	Mitigation
Employees continue to hire rooms instead of arranging online meetings.	Communication of new process across the Council. Utilise A1 system to flag requisitions raised for room hire.
External meeting attendees still expect refreshments to be provided.	Clear communication plan will be implemented to indicate the revised policy for face-to-face meetings, and an alternative of water will be available for those who need it.
N/A	N/A

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to the Overview and Scrutiny Performance and Value for Money Select Committee.	9 February 2021
Implementation of 10% reduction of 2021/22 mainstream refreshment and hospitality budgets.	April 2021
N/A	N/A
N/A	N/A

Section D

Consultation required?	No
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments
This budget reduction proposal to reduce refreshment budgets by 10% per annum would generate circa £0.004m in 2021/22 with an additional £0.004m in 2022/23. There is a risk that services would be required to meet face to face once Covid 19 restrictions are lifted instead of arranging online meetings however, this would be kept under review with services required to fund any associated costs incurred from within their cash envelope. Budgets for refreshments are held across the Council and therefore this would be a cross cutting saving.

Signed RO	22/12/2020
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Signed Finance	12/01/2021
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BR1 - Section A

Service Area:	Corporate
Budget Reduction Title:	Council wide review of income generation targets

Budget Reduction Proposal - Detail and Objectives:

The Liberal Democrats have previously suggested an increase in the income generation target with regard to Section 38 and Section 278 inspections within the Highways service. This is as a result of the service consistently overachieving on the existing income target.

For 2021/22 it is proposed that a full review of income targets across the Council is undertaken to identify other areas in addition to that stated above where income targets are overachieved. The Liberal Democrat believe that this would reasonably generate circa £0.200m over a two-year period. However, given that this is a far-reaching proposal the saving is phased over 2 financial years with £0.100m identified for 2021/22 and a further £0.100m for 2022/23.

Income streams are subject to fluctuation based on demand, ability to supply and other economic activity. If the increased income targets are not achieved there would need to be a reduction in the scale of revenue investment identified elsewhere in this report, for example the 20 is Plenty fund, proposed investment included as part of the Liberal Democrat Budget Amendments proposals, see paragraph 3.23 of the report.

2020/21 Service Budget and Establishment	£000
Employees	-
Other Operational Expenses	-
Income	-
Total	-

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

Is your proposal a 'one-off' in 2020/21 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following?

Property
None.
Service Delivery
None.
Future expected outcomes
Increased income target for the Council.
Organisation
None.
Workforce
None.
Communities / Service Users
None.
Oldham Cares
None.
Partner Organisations
None.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

Increase income targets for the Council.

Section C

Key Risks and Mitigations

Risk	Mitigation
The level of income generated is lower than that which has previously been achieved.	Continual budget monitoring throughout the year in line with the agreed reporting cycle.
The pattern of overachievement of current income target is not maintained following Covid-19 pandemic due to changes in behaviour.	The increase is phased over 2 financial years in order to fully assess the impact of the Covid-19 pandemic on behaviour and achievement of income target. Income which is more consistently achieved can be implemented for 2021/22.
N/A	N/A

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to the Overview and Scrutiny Performance and Value for Money Select Committee.	9 February 2021
Review of income targets to identify which consistently overachieve.	February 2021
Increased income target issued for 2021/22.	April 2021
N/A	N/A

Section D

Consultation required?	No
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments
This proposal would align income targets to performance where there is evidence, they are being consistently overachieved. Care would need to be taken to ensure that the income generation has not been negatively impacted by the Covid-19 pandemic.

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Signed Finance	12/01/2021
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BR1 - Section A

Service Area:	Corporate
Budget Reduction Title:	Reduction in mileage budgets to reflect changes in work practices

Budget Reduction Proposal - Detail and Objectives:

The Liberal Democrats propose to reduce mileage budgets by £0.050m and a pro rata basis across the Council, excluding adult social care and children's social care cost centres.

Mileage can currently be claimed is for work related travel except for travel from Oldham town centre to the following destinations (unless there are mitigating circumstances):

- Manchester City Centre
- Failsworth District Centre
- Royton District Centre
- Rochdale Town Centre
- Ashton Town Centre

Line managers must agree beforehand that using a personal vehicle is the most appropriate way to travel to a destination.

The Liberal Democrats propose that due to the increase in Council employees working from home and the increase of Teams based meetings, the requirement to travel on council business using a personal vehicle has reduced.

2020/21 Service Budget and Establishment	£000
Employees	N/A
Other Operational Expenses	206
Income	N/A
Total	206

Current Forecast (under) / overspend	(59)
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Number of posts (Full time equivalent)	N/A
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(50)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

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?

Property
None.
Service Delivery
Council staff may have to consider alternate forms of transport if required to travel for work requirements.
Future expected outcomes
Budgets would be amended to reflect the decreasing demand for mileage claims.
Organisation
None.
Workforce
There is the potential that the workforce would evaluate whether travel is necessary or whether meetings could take place via Microsoft Teams.
Communities / Service Users
None.
Oldham Cares
None.
Partner Organisations
None.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

Budgets would be reduced to reflect the decrease in mileage claims allowing the saving to be reprofiled to other areas or to contribute to closing the budget gap for future years.

Section C**Key Risks and Mitigations**

Risk	Mitigation
Staff continue to claim mileage for non-essential travel.	Adequate communication to all staff detailing the new policy along with regular budget monitoring to ensure any potential areas of overspend can be identified early and raised with budget holders.
Essential travel is restricted due to lack of travel budgets.	Budgets where essential travel is assumed to be regular requirement is excluded from the budget reductions, for example Adults and Children's social care.
N/A	N/A

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to the Overview and Scrutiny Performance and Value for Money Select Committee.	9 February 2021
Review of Cost Centres which should be excluded from the budget reduction proposal.	February – March 2021
The budget reduction is implemented.	April 2021.

Section D

Consultation required?	No
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments
This proposal would result in a budget reduction of £0.050m across mileage budgets, excluding social care and grant funded cost centres.

Signed RO	12/01/2021
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Signed Finance	12/01/2021
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BR1 - Section A

Service Area:	Human Resources and Organisational Development
Budget Reduction Title:	Review of car allowances as previously promised to reduce the amount paid as a lump sum to staff doing zero or minimal mileage

Budget Reduction Proposal - Detail and Objectives:

An Essential Car Allowance of £500 is paid to staff members who are employed in positions which are designated as requiring a car as essential to completing the duties of the post. The money is paid over 12 months at £41.66 a month.

For the period April 2020 to December 2020 (a period involving extensive home working) the Council had 646 staff members employed in roles that paid the Essential Car Allowance.

Analysis of the data shows that in the period April 2020 to December 2020, 289 (45%) of those individuals in roles with the Essential Car Allowance have recorded/claimed zero miles. For the same period 83 (13%) recorded/claimed for 1 to 100 miles and 274 (42%) recorded/claimed for 101 and above miles.

It should be noted that anecdotal evidence suggests that officers do not always claim mileage travelled, particularly where the value is low.

The Liberal Democrats have proposed generating circa £0.050m saving by reducing the number of posts that attract an essential car user payment. A saving of £0.050m would equate to removal of allowance from circa 100 employees. Due to consultation requirements, only a part year reduction of £0.037m would be generated in 2021/22 with an additional saving of £0.013m in 2022/23.

There is a local agreement with Trades Unions regarding the assessment of entitlement and application of the Car Allowance Scheme. The scheme comprises a series of factors, including mileage, and allocates points per factor. Consultation with Trades Unions and Individuals would need to take place before staff terms and conditions could be amended.

2020/21 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	350
Income	0
Total	350

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0
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	2021/2022	2022/2023	2023/2024
Proposed Budget Reduction (£000)	(37)	(13)	-
Proposed Staffing Reductions (FTE)	-	-	-

Is your proposal a 'one-off' in 2020/21 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following?

Property
As Essential user status bestows free parking on Council property, budget is provided to the Property Team. Removal of Essential user status would lead to a reduction in the Property Team budget.
Service Delivery
Employees may refuse to use their own vehicles to complete their duties which may result in service delay, especially in the areas of social care.
Future expected outcomes
Potential to increase travel costs associated with other methods e.g. taxi, public transport.
Organisation
None.
Workforce
Certain individuals will have Car Allowance removed. Car parking costs would also increase for those individuals who are reclassified from Essential Users. The contractual change may not be accepted by the individual resulting in their dismissal and re-engagement.
Communities / Service Users
Potential for delays in receiving support in certain areas, e.g. social care.
Oldham Cares
None.
Partner Organisations
The alignment of practice within Team Oldham organisation should be considered as part of the exercise.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	Yes
External partners (if yes please specify below)	No
N/A	
Other Council departments (if yes please specify below)	Yes
People and Place - Property	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

Achievement of budget reduction resulting in less pressure to make a saving elsewhere.

Section C

Key Risks and Mitigations

Risk	Mitigation
The allowance may be taken from users who travel a significant number of miles but have not claimed them in the past.	Communicate to claimants the requirement to claim mileage on a regular basis. This would develop an accurate baseline on which to conduct the exercise. The claiming of mileage previously unclaimed will come at an initial cost.
Where allowance is removed there may be an increase in costs associated with other modes of transport, e.g. taxis, public transport.	None.
There is a requirement to undertake appropriate consultation and seek agreement from Trades Unions.	Excellent working relationships with Trades Unions should facilitate and appropriate agreement. In the event agreement is not possible, individual consultation will be required and dismissal and re-engagement processes invoked at last resort.
The organisation and services have not yet developed the post-Covid operating model which may further increase remote working and reliance on car travel to visit service users.	Proposals should be developed in synergy with targeted working styles.

Key Development and Delivery Milestones

Milestone	Timeline
Communicate to all staff the requirement to claim mileage in a timely manner.	April – May 2021
Communicate the intention to remove Car allowance from all zero mileage claimants.	June 2021
Consult with affected employees.	June – September 2021
Remove Car Allowance from all recipients who have claimed zero mileage in the preceding year.	October 2021

Section D

Consultation required?	Yes
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	Start	Conclusion
Staff	June 2021	Sept 2021
Trade Union	Apr 2021	June 2021
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	N/A
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Section E

Finance comments
The reduction in the number of essential users for car allowances by 100 employees could generate a saving of £0.050m (phased over 2021/22 and 2022/23). The achievement of this budget reduction will be reliant on successful negotiation with Trades Unions and the management of any consequences such as additional alternative travel arrangements.

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Signed Finance	08/01/2021
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BR1 - Section A

Service Area:	Human Resources and Organisational Development
Budget Reduction Title:	Reduce the subsidisation of Trades Union Facility Time

Budget Reduction Proposal - Detail and Objectives:

The Council, in accordance with the National Agreement on Pay and Conditions of Service, recognises 3 unions for Local Government Services employees as follow:

- Unison 2.89 FTE
- GMB 0.8 FTE
- Unite 0.4 FTE

Oldham Council supports the system of collective bargaining and the principle of solving employee relations problems by discussion and agreement before they escalate and to facilitate the conduct of joint business.

The role of the unions is therefore to work with the employer to represent and protect the interests of their members by:

- Negotiating agreements with the Council on changes to conditions of service or other contractual provisions;
- Representing the workforce in consultation on changes which impact on their members or that represent major changes to the workplace such as large-scale restructure or working practices;
- Supporting members to discuss their concerns with the Council;
- Accompanying their members in disciplinary and grievance meetings; and
- Providing access to legal and financial advice and other support functions.

The Council seeks to provide for time off and facilities within the statutory framework provided by of the Trade Union and Labour Relations (Consolidation) Act 1992, and the ACAS Code of Practice 'Time off for Trade Union Duties and Activities'. The Liberal Democrats are proposing the Council reduces it subsidisation of trade union support following a reduction in membership. This would result in a reduction of approximately 50% of the base budget resulting in a total saving £0.069m which, due to the consultation required, would be achieved over 2 financial years.

In addition, the Liberal Democrats propose a review is undertaken to ensure the Council subsidy of Trades Union time and facilities is in line with that of neighbouring boroughs.

2020/21 Service Budget and Establishment	£000
Employees	128
Other Operational Expenses	71
Income	(20)
Total	179

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	3.30
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(35)	(34)	-
Proposed Staffing Reductions (FTE)	(1.65)	-	-

Is your proposal a 'one-off' in 2020/21 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following?

Property	Potential impact on provision of office facilities within Manchester Chambers for UNISON and rent collection for this property.
Service Delivery	Potentially less effective use of management time and ability to conduct meetings and hearings due to non-availability of union representation.
Future expected outcomes	Loss of goodwill and excellent industrial relations history. Movement of trade union activity from local to regional level. Loss of trust and confidence among the workforce where unions are not fully involved.
Organisation	Delays in work and projects requiring (or where best practice dictates) working with, consulting or negotiating with the trade unions.
Workforce	Potential reduction in employee capacity arising from the requirement to engage the workforce directly in matters normally subject to trades union engagement. Frustration from employees unable to access statutory right to representation and delays to dealing with any matters.
Communities	Delay in the delivery of change or other cost saving activities
Service Users	Delay in the delivery of change or other cost saving activities
Partner Organisations	Where unions represent employees working within or in partnership with our Team Oldham partners – similar implications to those identified for Oldham Council. Oldham Council employees are not fully or properly represented in change that affects them and which is instigated within partner organisations.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	No
Schools	Yes
Trade Unions	Yes

External partners (if yes please specify below)	No
Other Council departments (if yes please specify below)	Yes
All	
Other (if yes please specify below)	Yes
Oldham Cares, Mio Care Group, Unity, Oldham Schools, Academies (who buy back)	

Benefits to the organisation/staff/customers including performance improvements
Reduction in cost.

Section C

Key Risks and Mitigations

Risk	Mitigation
Delay in the ability of management to arrange and undertake meetings requiring statutory or policy trade union presence in a timely manner or having no continuity of attendees.	<p>Trade Unions to seek greater involvement from Regional / National Officers.</p> <p>Trade Unions to increase recruitment of directorate stewards to undertake role within working time, although previous attempts yielded little success.</p> <p>Lengthen consultation periods / development of new initiatives deadlines to allow for limited availability of local representatives.</p>
TU lack of capacity to be able to support and properly represent their members especially given the Transformation Programme within the Council, Greater Manchester devolution, Health Integration Programme, change within Children's services and the significant levels of change anticipated within TeamOldham over the next 12 - 24 months.	<p>Trade Unions to seek greater involvement from Regional / National Officers.</p> <p>Trade Unions to increase recruitment of directorate stewards to undertake role within working time, although previous attempts yielded little success.</p>
Inability of the organisation to comply with statutory, national or local policy requirements regarding negotiation, consultation and representation which will increase the risk of successful challenge, litigation and significant cost.	<p>Trade Unions to seek greater involvement from Regional / National Officers.</p> <p>Trade Unions to increase recruitment of directorate stewards to undertake role within working time, although previous attempts yielded little success.</p> <p>Increase in employee direct engagement.</p>
Confusion with the Council's own Fair Employment Charter which honours the right of every employee to be an active member of a recognised trade union without fear of discrimination or reprisal.	Be clear with employees where they are able to access alternative representation outside of the Council.
Movement away from local representation and engagement, with Unions relying more on their own professional Regional Officers. Significant time delays due to lack of availability together with loss of knowledgeable local representation who understand the context, history and operational positions within Oldham.	Retain the recognition agreement and sufficient reasonable and benchmarked facility time.

Reduction in capacity efficiencies gained from collective bargaining. Decline in current constructive industrial relations working partnership and increase in disputes and escalation of industrial action	Retain the recognition agreement and sufficient and benchmarked facility time.
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Key Development and Delivery Milestones

Milestone	Timeline
Complete review of Employment decision making mechanisms in conjunction with Constitutional Services	February 2021
Consult trades union on proposals	February 2021
Review Membership amongst current workforce and update TU figures	April 2021
Benchmark facility time against results from 2019/2020 statutory return (Submission of statutory trade union statistics return to government site under the Trade Union Facility Time Publication Requirements Regs 2017)	April 2021 (By 31 July 2021)
Open consultation with the trades unions on any change proposals resulting from change to mechanisms and the normal bi - annual review.	April 2021
Internal sign off process.	June 2021
Submission to relevant committee for sign off.	July 2021

Section D

Consultation required?	Yes
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	Feb 2021	June 2021
Public	N/A	N/A
Service Users	N/A	N/A
Other – schools /partners	April 2021	June 2021

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments
The successful delivery of this budget reduction proposal will require successful negotiation with Trades Union representatives. There will be the requirement for careful management of consequences such as staff / managers spending time on staffing matters that Trades Union representatives would otherwise have undertaken, leading to increased costs. This will therefore require close financial monitoring.

Signed RO	14/01/2021
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Signed Finance	08/01/2021
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Additional information (if required)
<p>The facility time was initially due to be reviewed by the end of 2019. However due to the wider constitutional review of the overall workforce and trade union decision making this has been delayed until the outcome is known due to the potential impact on the “way we do business.”</p> <p>A review of trade union membership numbers has taken place, and this indicates that membership numbers remain consistent.</p> <p>The statutory return submitted under the Trade Union Facility Time Publication Requirements Regs 2017 for 2019/20 indicates that Oldham is broadly in line with other Greater Manchester Councils.</p>

BR1 - Section A

Service Area:	People Services
Budget Reduction Title:	Reduction in the General Training Budget agreed in 2018/19 to be made permanent

Budget Reduction Proposal - Detail and Objectives:

The general training budget for 2020/21 is £0.565m.

For 2018/2019 a 'one off' reduction of £0.150m was proposed and implemented by the Administration and was subsequently reversed in 2019/20.

The Liberal Democrats once again propose to make this mainstream reduction permanent from 2021/22 by utilising the apprenticeship levy wherever possible. The net effect would be to reduce the general training budget to £0.415m annually.

From 2017/18, all employers with an annual pay bill of more than £3.000m are required to pay an apprenticeship levy. The levy is payable at 0.5% of the total pay bill. Oldham Council pays this levy to HMRC who hold the monies in a digital fund. These monies are available for 2 years from the date of payment with any unspent funds being retained by HMRC.

The apprenticeship levy pays for apprenticeship training and assessment for apprentices that work at least 50% of the time in England, and only up to the funding band maximum for that apprenticeship. There are several approved providers and courses which can be assessed through this levy.

The proposed reduction would require all future training requirements, which cannot be funded via the apprenticeship levy, to be reviewed to ensure that best value is being secured. Priority would be provided to statutory and mandatory training. Any additional training and development would be assessed on the basis of value provided to the organisation, managing any identified risks to the Council in terms of building capability across all service areas.

2020/21 Service Budget and Establishment	£000
Employees	N/A
Other Operational Expenses	565
Income	N/A
Total	565

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	N/A
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(150)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

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?

Property
None.
Service Delivery
<p>The Council and its partners are delivering and developing a major programme of work to ensure public services are sustainable in a continuing challenging environment caused by austerity, digital changes and other pressures. This means that the Council has developed a Workforce Strategy to ensure it can proactively manage these challenges and help ensure it retains, attracts and develops staff as needs be. There is a need to ensure the right training and development tools and techniques are in place to support existing and new staff and whilst this is still being developed there is a clear requirement from across the Council that there should be a robust training programme to help it through the next 2-3 years, particularly post Covid. This programme should cover a range of service specific and corporate needs but will be critical to the Council's overall effectiveness and ability to retain and attract the staff it requires.</p> <p>The age profile of the Council's workforce and the need to ensure it has a more robust approach to creating training opportunities for younger staff will also be critical. There is also an emphasis on ensuring that all staff, including older staff and less digitally literate staff, are suitably developed to ensure no staff are left behind as the use of digital tools continues to grow during and post Covid.</p>
Future expected outcomes
The proposal means, there could be less development of employees which would impact on organisational and individual capability and effectiveness. The reduction in budget could impact the delivery of key organisational priorities such as transformation activity and integration across the wider public service system.
Organisation
Priority would be provided to statutory and mandatory training. Any additional training and development would be assessed based upon corporate priorities.
Workforce
Reduced investment in the development of employees will have an impact on both individuals and the wider organisation. The reduction in development activity may increase levels of employee turnover and reduce the ability to attract new talent, especially in hard to fill roles and those where the Council needs to grow new skillsets.
Communities / Service Users
<p>About 70% of the Council's staff are Oldham residents and so are service users and ambassadors as well as employees. If staff feel undervalued or unsupported, they may look for other jobs outside the Borough and/or become less productive.</p> <p>Where possible, the Council always aims to use local suppliers of training and a further reduction in budget spend could therefore impact on local businesses.</p>
Oldham Cares
The investment in workforce is being treated as a system wide issue and so the Council's approach is likely to have a knock-on impact and affect the investment and commitment that our partners in the Oldham Cares space feel they need to make.
Partner Organisations
Similar issues to those mentioned under the Oldham Cares paragraph.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes, in part

Local business community	Yes
Schools	No
Trade Unions	Yes
External partners (if yes please specify below)	Yes
Any training providers the Council currently use	
Other Council departments (if yes please specify below)	Yes
All	
Other (if yes please specify below)	No
N/A	
Benefits to the organisation/staff/customers including performance improvements	
A £0.150m contribution to the achievement of the 2021/22 budget reduction target and the achievement of improved value by driving down supplier costs and/or demand. A greater focus on internal training delivery and self-directed learning will also be adopted.	

Section C

Key Risks and Mitigations

Risk	Mitigation
General training provision will reduce, limiting the development of employees.	Focused management in procuring/ scoping and delivery of training and development activity, investment in resource to enable Internal training delivery / capacity, expansion and promotion of self-directed learning methods.
There will be insufficient development budget to enable the successful delivery of organisational transformation and modernisation within the timetable and ambition set out.	Exploring possible (temporary) investment from other external sources such as the transformation programme and possibly increased internal training delivery / self-directed learning methods.
There will be insufficient development budget to fund the development activity stemming from the new Workforce strategy, which will be based on widespread consultation and analysis of need.	Focused management in procuring/ scoping and delivery of training and development activity, investment in resource to enable Internal training delivery / capacity, expansion and promotion of self-directed learning methods.

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to Overview and Scrutiny Performance and Value for Money Select Committee.	9 February 2021
Implementation.	1 April 2021

N/A	N/A
N/A	N/A

Section D

Consultation required?	No
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments

This proposal would create an ongoing saving of £0.150m from the central training budget from 2021/22. However, the prioritisation of statutory and mandatory training through the Development Academy may encourage services to source additional training requirements from service budgets with the potential of creating pressures in these areas.

Signed RO	15/01/2021
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Signed Finance	06/01/2021
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Additional information (if required)

It should be noted that the Apprentice Levy cannot be used to fund general training. As a result, there can be no offsetting of general training budget by apprentice funds.

The Council transformation and reform programme along with the new workforce strategy intended to support the workforce through a further period of major change and will require significant investment in the development of the workforce. Reduction in the training budget is highly likely to impact negatively upon the successful delivery of these programmes both at a corporate level as well as within services where major re-engineering of working arrangements/ styles/ culture is required.

The training budget has already been reduced this year to fund direct delivery elements.

There is an added pressure to the budget this year, as Early Years development has previously been funded by the Opportunity Area Fund, which will cease in August 2021. Therefore, Early Years will also need to be funded from the training budget.

BR1 - Section A

Service Area:	Communications and Research
Budget Reduction Title:	Reconsideration of Council priorities with regards to the Communications and Research service

Budget Reduction Proposal - Detail and Objectives:

The Communication team's role is to ensure that information and key messaging about Council services, decisions and campaigns are equally accessible to all of the borough's residents, our staff and our partners. Oldham Council has a centralised Communications and Research team with staff delivering digital, design internal communications, media relations, marketing and social media content creation with business partner support to each directorate.

As more information moves online and residents become increasingly technologically advanced the need to produce hard copy publications reduces. As such the Liberal Democrats propose to reduce the service budget for the Communications and Research team by £0.250m in 2021/22.

This reduction in 2021/22 would be met by generating £0.245m through ceasing the publication of the Borough Life Magazine and deleting a combination of 1.18 FTE of vacant posts and 4 posts which are currently occupied.

Alongside the above reductions, it is proposed to generate income of circa £0.005m by selling advertising on the Council's website similar to that which is done in a neighbouring authority.

2020/21 Service Budget and Establishment	£000
Employees	921
Other Operational Expenses	226
Income	(1,202)
Total	45

Current Forecast (under) / overspend	50
Number of posts (Full time equivalent)	19.50

	2020/21	2021/22	2022/23
Proposed Budget Reduction (£000)	(250)	0	0
Proposed Staffing Reductions (FTE)	(5.18)	0	0

Is your proposal a 'one-off' in 2020/21 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following?

<p>Property</p> <p>None.</p>
<p>Service Delivery</p> <p>In 2019/20 the Communications and Research service was restructured, saving circa £1/2m from 2019 to 2021. Making further additional savings of approximately 1/3rd from the remaining budget in 2021/22, ahead of the current restructure being complete, and current savings taken, would be challenging.</p>
<p>Future expected outcomes</p> <p>Adding additional savings to the Communications budget so soon after significant cost-cutting measures have been taken would potentially destabilise the service's ability to deliver effective communications to the people of Oldham.</p> <p>In 2020/21, Borough Life has not been published due to the demands of responding to the Coronavirus pandemic and ensuring communications materials are produced across all channels to best support our communities. This has included digital content, social media, out of home advertising, and printed materials, which have disseminated important messages and signposted to forms of information and support. Removing funding which was previously spent on Borough Life would therefore mean that core communications activity, including digital and social media, would also have to cease.</p> <p>Halving the number of communications officers, and reducing the number of other staff, would also mean that the service would have to focus only on essential elements of the service, which are chiefly reactive communications such as responding to media enquiries. This would mean the team would be unable to proactively engage with residents and communities via social and digital media, produce videos, undertake as much research and public engagement, or put out press releases with positive news stories about the council's work. This could then lead to a knock-on reputational risk due to a reduction in positive, proactive, communications teamed with far less direct engagement with residents and communities.</p>
<p>Organisation</p> <p>Significant reduction in staff communications would lead to the organisation as a whole being less informed and less able to be effective ambassadors who understand our values and behaviours, plus our aims and objectives for the borough. This would also make leadership more difficult, particularly at a time when communications are more important than ever due to a significant number of staff working from home.</p>
<p>Workforce</p> <p>The workforce has recently undergone a major review and some staff are newly appointed. Removing the vacant Digital and Channels Lead post in the service would create increased pressure on staff that remain, as well as removing a technical specialism in digital communications from the team. As digital and social media, as well as digital customer services, becomes increasingly important, it is crucial that Oldham Council is able to appoint to the Digital Channels Lead position and recruit a specialist to lead this work.</p>
<p>Communities / Service Users</p> <p>Reduced communications activity – including social media – would leave residents less well informed about what the Council provides, including benefit and housing advice, as well as risking crucial public health messages not reaching our communities.</p> <p>Adding advertising to the website would have a detrimental effect on the customer experience. At present, the Communications team focuses on trying to simplify web content and create interfaces that are designed to assist the resident in their tasks. Selling advertising space would undermine that effort, decrease usability and make it more difficult for service users – particularly our most vulnerable residents – to complete tasks online.</p>

Oldham Cares
Significant reduction in communications advice to core council activities would occur - such as promoting economic regeneration or supporting the transformation of health and social care. This provides real risks for the council to deliver on its outcomes.
Partner Organisations
Reduced partner communications – would leave partners unclear of the role of the Council on key partnership projects such as Oldham Cares.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	Yes
Trade Unions	Yes
External partners (if yes please specify below)	Yes
All i.e. Oldham Cares	
Other Council departments (if yes please specify below)	Yes
All	
Other (if yes please specify below)	No
N/A	
Benefits to the organisation/staff/customers including performance improvements	
A budget reduction of £0.250m for 2021/22.	

Section C

Key Risks and Mitigations

Risk	Mitigation
The Communications and Research team will be unable to meet demand.	Priorities would have to be reviewed and activity reduced simply to support statutory services.
Proactive communications would be vastly reduced.	A tightly defined and agreed set of core priorities would have to be agreed across the organisation with an acceptance that many existing communications activities would cease.

A reduction in communication opportunities could lead to some areas delivering their own messaging.	Utilise Business Partner relationships and other avenues for communication within the organisation or partners.
Inappropriate advertisements appearing on the Council website through automatic advertising placement.	Increased officer time would need to be spent managing this aspect of the website, to ensure no adverts appear on the site that are controversial or inappropriate. The cost of this may outweigh revenue brought in by the advertising.

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to Overview and Scrutiny Performance and Value for Money Select Committee.	9 February 2021
Staff and Trades Union consultations.	February – March 2021
Implementation of proposal.	April 2021
N/A	N/A

Section D

Consultation required?	Yes
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	Start	Conclusion
Staff	Feb 2021	March 2021
Trade Union	Feb 2021	March 2021
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

Section E

Finance comments
This option would result in a reduction of 5.18 posts within the Communications and Research service and the cessation of the Borough Life publication, which would generate a saving of £0.245m in a full financial year. There is also an additional proposal to generate additional income estimated at £0.005m per annum and therefore the total budget reduction would be £0.250m. The proposal includes 4 posts which are currently occupied and therefore would incur redundancy costs.

Signed RO	08/01/2021
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Signed Finance	08/01/2021
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