

Appendix 5

Budget Reduction Proposals

Budget
reductions

PLC-BR26-038

BUDGET DELIVERY PLAN 2026/27

Place – Top Tier Directorate Restructure

DATE COMPLETED: 02 January 2026

VERSION 2.2

1. Saving Proposal Title and Description

Title: Place – Top Tier Directorate Restructure

Reference Number: PLC-BR26-038

Directorate: Place – Growth, Environment, Communities

Service: All Place Directorates Service Areas

Description: Review of span and tiers across Place Directorates senior management team (Directors, Assistant Directors, Team Leaders)

	2026/27
Proposed Budget Reduction (£000)	(1,511)
Workforce Impact (FTE)	13

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Emma Barton, Deputy Chief Executive (Place)

Delivery Lead: Place Directors – Nasir Dad, Neil Consterdine, Vacant / Interim Director of Growth

Cabinet Portfolio Holder: Cabinet Members for Growth; Neighbourhoods, Culture, and Transport & Highways

Finance Manager: John Hoskins

HR Business Partner: Natasha Needham

3. Scope and Purpose

Project Scope:

In alignment with other savings proposals for the Place Directorate, this project looks to review the span and tiers of senior management across Growth, Environment and Communities Directorates optimising breadth of managerial responsibility, while protecting and ensuring relevant support for trainees, apprentices and frontline services.

This opportunity facilitates a full review of the services within Place Directorate to optimise and realign work priorities and efficiencies to consider how services could be structured differently to provide a more robust management structure across the services. This approach of reviewing the Team Leaders, Assistant Directors and Directors responsibilities will ensure service delivery consistency, while also protecting succession planning and career development opportunities.

This restructure will fully explore income generation including using existing external grants where staff time/costs can be assigned, and where applicable, ensuring recharge to capital allocations.

It is envisaged that this proposal will create a stronger core structure and more accountable senior management team across the directorate, to enhance service collaboration, embed transformational change and new ideas for efficient resident focused service delivery, and to ensure support for the leadership team through relevant spans of control and breadth of activities.

4. Objectives and Deliverables

Objectives & Deliverables:

1. Reduce Spend against the Council's General Revenue Account by **£1.5m** per annum from 1 April 2026.
2. Maximise income generation (fees income and external grants) to cover staffing costs as much as possible.
3. Capitalise staff costs where time is spent on project delivery.
4. Establish a stronger and more robust management structure to support efficiency across the directorates.

5. Key Actions and Milestones

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	Jan 2026	Consultation options drafted	Deputy Chief Executive (Place)
2	6 Jan	Restructure Consultation Document drafted and shared with TUs Confirm budget implications and opportunities for the options being considered	Deputy Chief Executive (Place)
3	12 Jan	Consultation Document shared with staff	Deputy Chief Executive (Place) and AD HR
4	Jan / Feb	121s and Lets Talk Discussions to explore individual implications and options	Deputy Chief Executive (Place) and Directors
5	End Feb	Consultation ends, feedback reviewed, proposals finalised and agreed with Tus, HR and Finance.	Deputy Chief Executive (Place), Dir Finance and AD HR
6	March	Implementation - interviews / assignment where applicable	Deputy Chief Executive (Place) and AD HR
7	April	Budget reductions / new fees and charges / external grant funding in place to fund staffing structure	Deputy Chief Executive (Place) and Directors

6. Budget and Financial Overview

Budgets subject to saving: £1,511k

- £150k – Growth Directorate (c.2 or 3 FTE)
 - Planning, Transport and Housing
 - Creating and Better Place
 - Asset Management
- £1.031m – Communities Directorate (c.6 FTE)
 - District & Youth Services
 - Heritage, Libraries and Arts
 - Housing Needs
 - Community Safety
- £330k – Environment Directorate (c.4 FTE)
 - Waste, Greenspace and Cleansing
 - Public Protection
 - Highways and Engineering

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

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
Retirement / Pension Strain	TBC		
VR	TBC		
TOTAL	TBC		

Key assumptions in calculating the saving:

- New structures will be implemented from 1 April 2026 and therefore savings realised from 1 April 2026.
- Notice period for some senior staff may be 2-3 months, which could take their employment end date into the new financial year and impact on savings delivery.

- Where any delays occur, additional savings will be accelerated from within the service redesigns to compensate and / or additional new external funds will be secured to cover staffing costs.
- Some staffing posts to be funded from external grants from 1 April 2026
 - capital – regeneration and transport projects; and / or
 - revenue grants where applicable secured through TfGM, GMCA and or other third parties.
- Some risks to delayed implementation associated with retirement being taken, voluntary / compulsory redundancy processes being taken, and associated notice periods given this work is targeted at the senior management tiers.

Financial Management:

- Achievement of budget lines over the course of the financial year.
- Delayed implementation of the new structures and fees / charges for any reason will reduce the saving in-year proportionally with the time delay.
- Effective financial management of the projects within the Regeneration and Transport Programmes to ensure draw down of the necessary capital funding to support the relevant officers time / costs without affecting funding available for project delivery.

7. Communications/Engagement Plan

- Staff consultation will be required for the Directorates given the structure changes will affect all teams
 - Consultation with Trade Unions is programmed into the timeline.
 - Public consultation is not necessary for this proposal, but awareness raising through Comms will be required where fees and charges are being increased.
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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Uncertainty of income from external grants (capital and revenue)	Income reviewed monthly and kept under review.	Deputy Chief Exec (Place)
2	Capital income from sites not realised.	Regularly review and identify any potential delays to site delivery / disposal	Deputy Chief Exec (Place) / Finance Team
3	Staff disengagement during consultation	Support and continued engagement on options	Deputy Chief Exec and HR
4	Impact on service delivery	Income reviewed monthly and kept under review.	Deputy Chief Exec and HR
5	Timely recruitment to vacant posts	Processes commenced before Christmas break and push on various targeted channels to maximise chances of success	Deputy Chief Exec and HR
6	Delayed implementation of savings due to 3month notice periods	Additional savings from within the service redesigns to compensate – and / or Savings offset with external funding sources	Deputy Chief Exec and Directors

The risks will be identified and monitored as follows:

- Monitoring income throughout year
- Managing / Delivering of Programmes effectively
- Continued engagement with staff and unions

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

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 3/4 – Green / Amber (due to risks set out above)

Impact RAG rating (1-3 green, 4-6 amber, 7+ red):

- Green / low risk (1-3) overall as new structures and fee charges will be implementable by 1 April 2026 and should not impact on service delivery or residents / communities in any way.
- However, individual risks itemised above may tip this into amber if staff disengage or if there is a visible impact on service delivery.
- Some risks with increasing fees and charges having an impact on demand for services, and some risk with securing relevant external grants (Capital and Revenue).

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

- Engagement and support through consultation phases
- Clear decision through Let's Talk processes

- Timeline for implementation agreed and deployed without delay
- Horizon scanning for external grants and early engagement with awarding organisations.

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

- N/A
-

10. Dependencies and Impacts

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

Internal dependencies:

- **HR Capacity:** to support restructure and removal of vacant posts.

External dependencies:

- **Grant award timelines:** alignment of bid writing and grant awards by external partners to cover staffing costs and offset revenue savings needed

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

Internal impacts:

- *None anticipated*

External impacts:

- *None anticipated*

Resident impacts:

- *None anticipated*
-

11. Resource Requirements (non-finance related):

Resources:

- No internal staffing resources required to deliver the saving (other than AD time).
 - HR support in consulting on restructures with teams and TUs.
-

12. Legal and Compliance Considerations:

Some services in this proposal are statutory services and provide an essential / critical service for communities, others are discretionary. However, this proposal shouldn't impact on statutory duties or service delivery.

Applicable Laws and Regulations:

- Various – listed under separate excel sheet if needed

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

- Proposal enables the continued compliance with above legislation.
-

13. Project Closure Criteria:

Completion Criteria:

- *How will you know when the saving has been delivered/completed successfully?*
 - Financial: budget allocations met and external grants are secured to offset revenue reductions
 - Operational: New management model is implemented without impact on service delivery
 - *Is there a clear end point when all implementation activity should be complete?*
 - March 2027: Vacant posts removed and new model implemented.
 - *What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?*
 - None anticipated
-

14. Appendices:

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

Separate consultation document on leadership changes and options for consideration available if needed

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director): Emma Barton, Deputy Chief Executive (Place)



Date: 20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Arooj Shah, Cabinet Member for Growth



- Date: 20th January 2026

RES-BR26-001

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Increase in expected Revenues and Benefits Income

Finance, Corporate Services and Sustainability

DATE COMPLETED: 8th December 2025

VERSION 1.0

1. Saving Proposal Title and Description

Project Title: Increase in expected Revenues and Benefits Income

Reference Number: RES-BR26-001

Directorate: Finance, Corporate Services and Sustainability

Service: Revenues and Benefits

Project Description: To increase the level of expected income from Liability Orders.

	2026/27
Proposed Budget Reduction (£000)	(350)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Fiona Greenway, Executive Director

Delivery Lead: Mark Edmondson Assistant Director Revenues and Benefits

Cabinet Portfolio Holder: Cllr Abdul Jabbar

Finance Manager: Matthew Kearns

HR Business Partner: Akddus Khan

Other internal stakeholders: Adam Parsey Interim Head of Revenues / Nick Davis Revenues Manager

Key External Stakeholders: None

3. Scope and Purpose

Project Scope:

As part of our statutory duty to collect Council Tax we are allowed to charge for reasonable costs incurred in obtaining Liability Orders. This proposal aims to more accurately reflect the level of income within the budget. This will in effect provide net benefit of £350k to our overall budget position with no required change in policy.

4. Objectives and Deliverables

Objectives:

1. Raise additional income.

Deliverables:

1. Collect additional income and adjust the corresponding budget accordingly.

5. Key Actions and Milestones

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

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	01 Jan 2026	Raise costs as recovery action is taken.	Adam Parsey
2	28 Jan 2026	Governance, Resources and Strategy Scrutiny Board review of budget reduction proposal	Mark Edmundson
3	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	Mark Edmundson
4	31 Mar 2026	Identify total costs raised/collected in 2025/26.	Adam Parsey
5	1 Apr 2026	Implementation of budget reduction proposal - increase income target.	Lee Walsh
6	June 2026	Review of delivery of budget reductions in line with revenue budget monitoring processes	Mark Edmundson
7	Monthly	Detailed monitoring of costs and invoices raised.	Mark Edmundson

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

6. Budget and Financial Overview

Budgets subject to saving:

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

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
10300	Council Tax Collection	R91034	Summons Costs Recoveries	(442)	(350)	0	(792)

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

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

Key assumptions in calculating the saving:

- The Revenues Budget includes the expenditure required to efficiently and effectively collect Council Tax.
- Unfortunately, some taxpayers do not make payment in accordance with their statutory instalment scheme.
- We are allowed to recover the reasonable costs incurred in obtaining Liability Orders enabling us to offset the expenditure in the budget.

Financial Management:

- The saving will be calculated based of average income over a three-year period.
- If collection rates improve and income from costs reduces this will be offset by reductions in expenditure and additional Council Tax income received.
- The MHCLG Council Tax consultation could make major changes to the way Council Tax is collected which would impact on costs income.

7. Communications/Engagement Plan

To discuss and address: Not applicable

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Costs not raised correctly	Procedures and Policies	Adam Parsey
2	Council tax paid in full	Additional income will more than offset reduction in costs income.	Adam Parsey

The risks will be identified and monitored as follows:

- Revenues dashboard records costs raised.
- MHCLG inform us of any changes to legislation.
- Revenues team monitor legal cases affecting the recovery of costs.

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

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1 Green

RAG rating (1-3 green, 4-6 amber, 7+ red):

Rationale for the rating given:

- We are on target to achieve the additional income.

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

- Not applicable.

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

- Not applicable.
-

10. Dependencies and Impacts

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

Internal dependencies:

- Summonses issued in accordance with legislation.
- Liability Order hearings conducted in relation to legislation.

External dependencies:

- MHCLG Council tax consultation may change procedure for recovery of Council Tax.

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

Internal impacts:

- Staff continue to follow procedures.

External impacts:

- None.

Resident impacts:

- None as costs limited to reasonable costs incurred.
-

11. Resource Requirements (non-finance related):

Resources:

- Revenues and Customer Services staff to deal with administration relating to collection of Council Tax.
- Postage costs and Court fees.

12. Legal and Compliance Considerations:

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

Applicable Laws and Regulations:

- Council Tax (Administration and Enforcement Regulations) 1992.

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

- Costing calculated yearly.
-

13. Project Closure Criteria:

Completion Criteria:

- At end of financial year total cost raised in the period identified.
 - If rate of collection increases and costs income reduces the additional income received will more than offset the reduction in income.
-

14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal: Not applicable.

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director):

Fiona Greenway – Executive Director of Resources



Date: 19.01.2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member:

Cllr Abdul Jabbar- Deputy Leader and Cabinet Member for Finance,
Corporate Services and Sustainability

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- Date: 19. 01. 2026

RES-BR26-002

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Financial Services – Annual Leave Purchase Scheme

Resources

DATE COMPLETED: 10 December 2025

VERSION 1.0

1. Saving Proposal Title and Description

Project Title: Financial Services – Annual Leave Purchase Scheme

Reference Number: RES-BR26-002

Directorate: Resources

Service: Finance Service

Project Description: Budget reduction proposal for financial services relating to additional income for the Annual Leave Purchase Scheme

	2026/27
Proposed Budget Reduction (£000)	(36)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Fiona Greenway, Executive Director Resources

Delivery Lead: Lee Walsh, Director of Finance (S151 Officer)

Cabinet Portfolio Holder: Cllr Abdul Jabbar, MBE

Finance Manager: Vickie Lambert

HR Business Partner: Akddus Khan

Other internal stakeholders: N/A

Key External Stakeholders: N/A

3. Scope and Purpose

Project Scope:

The Council operates an Annual Leave Purchase Scheme (ALPS) with all Council employees able to purchase additional annual leave. This is done by application which is approved by the relevant line manager to ensure any request will not have a detrimental impact on service delivery.

An income target was applied and was assigned to the corporate financial services budget area for these purchases. An assessment of the income generated for ALPS has been undertaken, looking at the actuals received in the past two financial years, actuals received to date and projections for the financial year. Based upon this, it is appropriate and achievable to increase this income target by **£0.036m** to £0.150m for the 2026/27 financial year.

4. Objectives and Deliverables

Objectives:

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

Deliverables:

1. Increase income target for scheme

5. Key Actions and Milestones

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

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	28 Jan 2026	Governance, Resources and Strategy Scrutiny Board review of budget reduction proposal	Lee Walsh
2	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	Lee Walsh
3	March 2026	Details on 2026/27 Annual Leave Purchase Scheme to be communicated via Council's Team Brief with dates for applications included	HR/Comms
4	1 Apr 2026	Implementation of budget reduction proposals - increase income target	Lee Walsh
5	June 2026	Review of delivery of budget reductions in line with revenue budget monitoring processes	Lee Walsh

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

6. Budget and Financial Overview

Budgets subject to saving:

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

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
12101	Corporate Expenses	R10901	Annual Leave Purchase Scheme	(114)		(36)	(150)

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

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

Key assumptions in calculating the saving:

For example:

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

Financial Management:

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

- Any key financial/operational controls required to assure/support the saving?
 - Communication of Annual Leave Purchase Scheme applications for 2026/27 – same as what has been delivered for 2025/26.
-

7. Communications/Engagement Plan

To discuss and address:

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

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Number of applications for Annual Leave Purchase Scheme reduced from previous years	Communication of ALPS in Council Team Brief, Managers Updates	Lee Walsh

The risks will be identified and monitored as follows:

- Number of applications for ALPS received and processed by payroll by 1 April 2026.

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

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1 GREEN

RAG rating (1-3 green, 4-6 amber, 7+ red):

Rationale for the rating given:

- ALPS – based on actual activity evidenced in current and previous financial year.

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

- N/A

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

- N/A

10. Dependencies and Impacts

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

Internal dependencies:

- Annual Leave Purchase Scheme applications from employees.
Communication plan in line with 2025/26 scheme i.e. Council's Team Brief and Manager's updates

External dependencies:

- N/A

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

Internal impacts:

- N/A

External impacts:

- N/A

Resident impacts:

- N/A
-

11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving.
 - Support required from other directorates/central services.
 - Communications team – announcement of ALPS scheme applications included as part of Team Brief and Managers Updates (in line with 2025/26)
 - HR / Payroll – receipt and processing of ALPS applications in time for April 2026 payroll deadlines.
-

12. Legal and Compliance Considerations:

Is this proposal DISCRETIONARY

Applicable Laws and Regulations:

- Finance – Accounting practices

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

- Budget monitoring and completion of Statutory Statement of Accounts.
-

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully? Achieved in line with revenue budget monitoring timeline
 - Is there a clear end point when all implementation activity should be complete? 31/03/2027
 - What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
 - Continued communication of ALPS
-

14. Appendices:

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

1. N/A
-

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director):
Fiona Greenway – Executive Director of Resources



Date: 19.01.2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member:

Cllr Abdul Jabbar- Deputy Leader and Cabinet Member for Finance,
Corporate Services and Sustainability

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- Date: 19. 01. 2026

RES-BR26-003

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Financial Services – Additional income from Dividends

Resources

DATE COMPLETED: 10 December 2025

VERSION 1.0

1. Saving Proposal Title and Description

Project Title: Financial Services – Additional Income from Dividends

Reference Number: RES-BR26-003

Directorate: Resources

Service: Finance Service

Project Description: Budget reduction proposals for financial services relating to additional income from Dividends

	2026/27
Proposed Budget Reduction (£000)	(300)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Fiona Greenway, Executive Director Resources

Delivery Lead: Lee Walsh, Director of Finance (S151 Officer)

Cabinet Portfolio Holder: Cllr Abdul Jabbar, MBE

Finance Manager: Vickie Lambert

HR Business Partner: Akddus Khan

Other internal stakeholders: N/A

Key External Stakeholders: N/A

3. Scope and Purpose

Project Scope:

The Council receives dividends from its treasury activities. A full review of treasury income has been undertaken and the current income target for this area can be increased based upon current and future forecasting. It is proposed that an additional target of **£0.300m** can be achieved for 2026/27.

4. Objectives and Deliverables

Objectives:

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

Deliverables:

1. Increase income target for Council dividends

5. Key Actions and Milestones

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

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	28 Jan 2026	Governance, Resources and Strategy Scrutiny Board review of budget reduction proposal	Lee Walsh
2	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	Lee Walsh
4	1 Apr 2026	Implementation of budget reduction proposal - increase income target	Lee Walsh
5	June 2026	Review of delivery of budget reductions in line with revenue budget monitoring processes	Lee Walsh

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

6. Budget and Financial Overview

Budgets subject to saving:

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

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
12101	Corporate Expenses	R95005	Dividends Received	(400)		(300)	(700)

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

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

Key assumptions in calculating the saving:

For example:

- Dividend – Growth in income from dividend based on treasury activities and external communications.

Financial Management:

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

7. Communications/Engagement Plan

To discuss and address:

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

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Dividends received lower than income target	Early confirmation of dividend payment schedule as part of treasury activities	Lee Walsh

The risks will be identified and monitored as follows:

- Schedule of dividend receipts provided in advance of 1 April 2026 wherever possible

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

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1 GREEN

RAG rating (1-3 green, 4-6 amber, 7+ red):

Rationale for the rating given:

- Dividends – treasury activity schedule

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

- N/A

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

- N/A
-

10. Dependencies and Impacts

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

Internal dependencies:

- N/A

External dependencies:

- Dividend receipts from external treasury activities – early and consistent communication around receipts

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

Internal impacts:

- N/A

External impacts:

- N/A

Resident impacts:

- N/A
-

11. Resource Requirements (non-finance related):

Resources:

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

12. Legal and Compliance Considerations:

Is this proposal DISCRETIONARY

Applicable Laws and Regulations:

- Finance – Accounting practices

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

- Budget monitoring and completion of Statutory Statement of Accounts.
-

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully? Achieved in line with revenue budget monitoring timeline
 - Is there a clear end point when all implementation activity should be complete? 31/03/2027
 - What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
 - Ongoing review of treasury activities
-

14. Appendices:

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

1. N/A
-

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director):
- Fiona Greenway – Executive Director of Resources



Date: 19.01.2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member:

Cllr Abdul Jabbar- Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability

A handwritten signature in black ink, appearing to read 'Abdul Jabbar', written over a faint circular stamp.

- Date: 19/01/2026

RES-BR26-004

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Financial Services – Cash Expenses

Resources

DATE COMPLETED: 10 December 2025

VERSION 1.0

1. Saving Proposal Title and Description

Project Title: Financial Services – Cash Expenses

Reference Number: RES-BR26-004

Directorate: Resources

Service: Finance Service

Project Description: Budget reduction proposals for financial services relating to reduction in budgetary provision for cash collection.

	2026/27
Proposed Budget Reduction (£000)	(20)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Fiona Greenway, Executive Director Resources

Delivery Lead: Lee Walsh, Director of Finance (S151 Officer)

Cabinet Portfolio Holder: Cllr Abdul Jabbar, MBE

Finance Manager: Vickie Lambert

HR Business Partner: Akddus Khan

Other internal stakeholders: N/A

Key External Stakeholders: N/A

3. Scope and Purpose

Project Scope:

As the use of cash for payments for services has reduced the need for cash collection services has reduced. The budget provision held for this activity can now be reduced by **£0.020m** and it is proposed to remove this base budget for 2026/27. This proposal is not reliant on any shift in council policy with regards to acceptance of cash payments.

4. Objectives and Deliverables

Objectives:

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

Deliverables:

1. Remove budgetary provision

5. Key Actions and Milestones

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

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	28 Jan 2026	Governance, Resources and Strategy Scrutiny Board review of budget reduction proposal	Lee Walsh
2	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	Lee Walsh
4	1 Apr 2026	Implementation of budget reduction proposal – reduce budgetary provision	Lee Walsh
5	June 2026	Review of delivery of budget reductions in line with revenue budget monitoring processes	Lee Walsh

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

6. Budget and Financial Overview

Budgets subject to saving:

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

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
12101	Corporate Expenses	R44402	Cash & Bank Expenses	33		(20)	13

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

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

Key assumptions in calculating the saving:

For example:

- Cash Expenses – cost reduction with cash collection services reduced or eliminated wherever possible.

Financial Management:

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

7. Communications/Engagement Plan

To discuss and address:

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

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	N/A		

The risks will be identified and monitored as follows:

- N/A

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

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1 GREEN

RAG rating (1-3 green, 4-6 amber, 7+ red):

Rationale for the rating given:

- Already delivered in 2025/26

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

- N/A

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

- N/A
-

10. Dependencies and Impacts

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

Internal dependencies:

- N/A

External dependencies:

- N/A

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

Internal impacts:

- N/A

External impacts:

- N/A

Resident impacts:

- N/A
-

11. Resource Requirements (non-finance related):

Resources:

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

12. Legal and Compliance Considerations:

Is this proposal **DISCRETIONARY**

Applicable Laws and Regulations:

- Finance – Accounting practices

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

- Budget monitoring and completion of Statutory Statement of Accounts.
-

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully? Achieved in line with revenue budget monitoring timeline
 - Is there a clear end point when all implementation activity should be complete? 31/03/2027
 - What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
 - N/A – already in place
-

14. Appendices:

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

1. N/A
-

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director):
Fiona Greenway – Executive Director of Resources



Date: 19.01.2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member:

Cllr Abdul Jabbar- Deputy Leader and Cabinet Member for Finance,
Corporate Services and Sustainability

A handwritten signature in black ink, appearing to read 'Abdul Jabbar', is written over a light grey rectangular background.

- Date: 19. 01. 2026

RES-BR26-034

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Essential Car User Review / Fleet Hire Reduction

PLACE / RESOURCES - DIRECTORATE

DATE COMPLETED: 02 January 2026

VERSION 2.1

1. Saving Proposal Title and Description

Project Title: Essential Car User Review / Fleet Hire Reduction

Reference Number: RES-BR26-034

Directorate: Environment / HR&OD

Service: Fleet

Project Description:

This project will review essential car user designations taking into account changes to job roles in recent years and will remove the requirement for staff to use Fleet Hire vehicles when travelling certain distances (over 50 miles for one business journey).

Summary of proposals: ultimately this proposal will see a reduction in fleet hire costs, as we have identified a discrepancy between staff with essential car user allowances, travel expenses, and use of fleet hire provisions based on current policy wording.

	2026/27
Proposed Budget Reduction (£000)	(150)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Nasir Dad, Director of Environment

Delivery Lead: Eleanor Devlin, Assistant Director HR&OD

Cabinet Portfolio Holder: Cllr Jabbar

Finance Manager: John Hoskins

HR Business Partner: Julie Lynch

Other internal stakeholders: Service users and Trade Unions

Key External Stakeholders: N/A

3. Scope and Purpose

Project Scope: The [Car Allowance Scheme Policy](#) provides for mileage and lump sum arrangements for employees who need to use their car in the course of their employment.

The current OMBC policy provides for a £500 lump sum per annum for “Essential Car Users” and 100% parking subsidy, plus 45p per mile mileage rate. Non-essential users receive a rate of 45p per mile.

Staff who are undertaking a car journey of over 50 miles currently are mandated to book this as a Fleet Car, regardless of being an Essential Car User or not.

“Essential Car users” are defined through a Car User Designation Questionnaire (CUDQ) where roles should score more than 40 points. These are reviewed by a JE Panel. Typically, these users would drive very regularly in their role and/or need to transport equipment or service users and would need to be mobile within 20 minutes.

A review has been undertaken to review:

1. The current cohort of Essential Car Users, and whether changes need to be made.
2. Options as to whether the current Car User Arrangements are value for money and/or in line with wider GM activity.

There are 576 Essential Car users listed on the system, predominantly focused in Social Care (63% of users) albeit there are users across all Directorates. This would be a committed cost of £288,000 for lump sum payments.

Each Directorate has reviewed the list and returned details of whether these roles are still appropriate for Essential Car User status.

The majority of returned data suggests that allocations are correct, based on a management desktop review. **Currently there are 31 roles identified as potentially not requiring Essential Car User allowance, but also 16 roles which should receive this which are not on the list.** Further investigation into these roles is currently underway.

The current Fleet Car policy suggests that individuals driving more than 50 miles use a Fleet Car, with no exception for Essential Car users. The proposal is to consult to alter this rule so individuals would no longer be required to hire a Fleet Car for business journeys over 50 miles. They would be expected to use their own vehicle and/or public transport, although a Fleet Car could be available if required and if approved by a senior member of the service. This is in line with other Greater Manchester Local Authorities. This proposal would require Trade Union consultation.

4. Objectives and Deliverables

Objectives:

1. “Essential car user” designations to be reviewed and confirmed across all Directorates
2. Review fleet Hire rules and amend requirement for Fleet car hire for business journeys over 50 miles

Deliverables:

1. Final options to be determined, however key parameters are set out in the project scope above

5. Key Actions and Milestones

Overarching timeline :

Item	Date	Delivery Milestone / Action	Delivery Owner
1	December 25	Review proposals with Trade Unions and gain agreement in principle for the change.	AD HR
2	January 26	Initial review and redraft of fleet hire rules and update	Dir Env
3	January 26	Workforce Briefing / Policy / FAQs	BP/ DP
4	March 26	Implementation readiness / approvals	AD HR

6. Budget and Financial Overview

Budgets subject to saving: £150k

Cost of delivery: none anticipated

Key assumptions in calculating the saving: set out above in project scope

Financial Management:

- **How will the value of the saving actually be achieved or forecast be measured and demonstrated as saved?** Savings will be achieved through reduction in Fleet Car usage.
- **What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen.** No delay anticipated following early TU engagement and workforce briefing
- **Any key financial/operational controls required to assure/support the saving?** Regular Budget Monitoring

7. Communications/Engagement Plan

To discuss and address:

- **Union & Staff consultation;** Formal consultation required on proposals and policy change
- **Public consultation;** none anticipated

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	consultation impact	Early engagement and clarity on the points for discussion Awareness of benefits for staff in changing the policy	AD / Dir
2	staff disengagement	Early engagement and discussions – listen and respond	AD / Dir
3	potential challenge from Unions	Early engagement and discussions	AD / Dir
4	potential recruitment impacts	Review of impacts on key roles where recruitment is a challenge and ensure this is fed into the engagement process	AD / Dir
5	workforce concerns escalating / increase in grievance	Early engagement and discussions	AD / Dir

The risks will be identified and monitored as follows:

- TBC

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

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 3

- The operational plan is clear, but financial deliverability is risky due to uncertainty of consultation impact and residual reduction of fleet hire

RAG rating (1-3 green, 4-6 amber, 7+ red): 3-4

- Project is deliverable but the potential challenge will be Union and staff consultation and engagement on the proposals and unknown outcome of how this may be received. Depending on how these progress, there might be a delay between ending the consultation and implementation.

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

- Early engagement through HR with Unions and workforce / staff impacted

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

- The plan itself is reasonable and fair, and fully deliverable. However, as set out there are risks linked to staff disengagement, potential recruitment impacts and workforce concerns escalating
-

10. Dependencies and Impacts

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

Internal dependencies:

- *Senior team review of Essential Car User designations*

External dependencies:

- *Trade Union Cooperation: The timeline relies on constructive engagement with Unions*

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

Internal impacts:

- *None anticipated*

External impacts:

- *None anticipated*

Resident impacts:

- *None anticipated as level of service will continue*
-

11. Resource Requirements (non-finance related):

Resources:

- **Internal Staffing Resources:**
 - HR Business Partnering: Dedicated support is required for consultation process
 - **Support required from other directorates/central services:**
 - Finance – payroll implications
 - **List any non-staffing resources required:**
 - Engagement and time with Trade Unions
-

12. Legal and Compliance Considerations:

This proposals falls within discretionary service provision

Applicable Laws and Regulations:

- Employment Rights Act 1996: Governance of the redundancy process and consultation requirements (Section 188 notice).

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

- Consultation: A formal consultation with Trade Unions will be conducted to satisfy employment law requirements.

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?
 1. Financial: 2026/27 budget is managed and service delivery model is rolled out effectively
- Is there a clear end point when all implementation activity should be complete?

Yes: May 2027. Policies changed and implemented with full year of seasonal variances reviewed and monitored to determine any unforeseen impacts in service delivery and workforce ready for the following year.
- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
 1. Grievance review and monitoring linked to change to fleet hire policy
 2. Fleet hire reviews and challenge when booking requests made to determine essential nature / requirements
 3. Internal policy to state that only Directors can approve the use of hire vehicles in their service
 4. Regular review of car user designations as job roles change / service delivery changes

14. Appendices:

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

None applicable

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director):
Fiona Greenway – Executive Director of Resources



Date: 19.01.2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member:
Cllr Abdul Jabbar- Deputy Leader and Cabinet Member for Finance,
Corporate Services and Sustainability



- Date: 19.01.2026

RES-BR26-042

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Procure Partnerships Framework Income

Resources

DATE COMPLETED: 6 January 2026

VERSION 1.0

1. Saving Proposal Title and Description

Project Title: Procure Partnerships Framework Income

Reference Number: RES-BR26-042

Directorate: Resources

Service: Finance

Project Description: To adjust the budget held corporately to take into account historical and future income from other Public Sector bodies using the framework to procure construction projects.

	2026/27
Proposed Budget Reduction (£000)	(317)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Lee Walsh

Delivery Lead: Lee Walsh, Director of Finance

Cabinet Portfolio Holder: Cllr A Jabbar, MBE

Finance Manager: Vickie Lambert

HR Business Partner: N/A

Other internal stakeholders: Procurement

Key External Stakeholders: N/A

3. Scope and Purpose

Project Scope:

The Council is to receive one-off income for 2026/27 as a result of arrangements with the Procure Partnerships Framework. The framework was set up via the Council with the Council to receive income based on other Public Sector bodies use of the framework to procure construction projects along with a guaranteed minimum payment over the life of the framework. This is a one-off saving for 2026/27 of £0.317m.

4. Objectives and Deliverables

Objectives:

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

Deliverables:

1. Increased income received by the Council

5. Key Actions and Milestones

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

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	28 Jan 2026	Governance, Resources and Strategy Scrutiny Board review of budget reduction proposal	Lee Walsh
2	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	Lee Walsh
3	1 Apr 2026	Implementation of budget reduction proposals - increase income target	Lee Walsh
4	June 2026	Review of delivery of budget reductions in line with revenue budget monitoring processes	Lee Walsh

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

6. Budget and Financial Overview

Budgets subject to saving:

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

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
12100	Corporate Resources	R91037	Other recoveries of costs	(106)	(317)	317	(423)

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

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

Key assumptions in calculating the saving:

For example:

- Schedule of agreed income contributions for 2026/27

Financial Management:

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

7. Communications/Engagement Plan

To discuss and address:

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

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Invoices not paid	Robust monitoring of income receipts. Any variation on payment of invoices, the Council's Accounts Payable and credit control procedures and policies will apply	Lee Walsh

The risks will be identified and monitored as follows:

- Receipt of income against invoices raised in line with revenue budget monitoring timelines

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

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1

RAG rating (1-3 green, 4-6 amber, 7+ red): 1

Rationale for the rating given:

- Based on agreed income schedule

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

- N/A

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

- N/A
-

10. Dependencies and Impacts

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

Internal dependencies:

- Finance – raising of invoices and the monitoring of receipt of income against these invoices

External dependencies:

- Procure Partnerships Framework – timely payment of invoices

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

Internal impacts:

- N/A

External impacts:

- N/A

Resident impacts:

- N/A
-

11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving.
 - Finance to raise timely invoices and monitor receipt of income
 - Support required from other directorates/central services.
 - Accounts Receivable
 - Support required from corporate transformation team – N/A
 - External support required – N/A
 - List any non-staffing resources required – N/A
-

12. Legal and Compliance Considerations:

Is this proposal DISCRETIONARY**Applicable Laws and Regulations:**

- Finance – Accounting practices

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

- Budget monitoring and completion of Statutory Statement of Accounts.
-

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully? Achieved in line with revenue budget monitoring timeline
 - Is there a clear end point when all implementation activity should be complete? 31/03/2027
 - What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
 - This is a one year saving only for 2026/27
-

14. Appendices:

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

1. N/A
-

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director):

Fiona Greenway – Executive Director of Resources



Date: 19.01.2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member:

Cllr Abdul Jabbar- Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability



- Date: 19.01.2026

ASC-BR26-024

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Reduction in MioCare's Management Fee

Adult Social Care

DATE COMPLETED: 13th January 2026

VERSION 1.0

1. Saving Proposal Title and Description

Project Title: Reduction in MioCare's Management Fee

Reference Number: ASC-BR26-024

Directorate: Adult Social Care

Service: Commissioning – MioCare delivered service

Project Description: To achieve a £325k reduction in the management fee, MioCare will implement a balanced approach focused on efficiency and sustainability.

	2026/27
Proposed Budget Reduction (£000)	(325)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Jayne Ratcliffe, Director of Adult Social Care (DASS)

Delivery Lead: Paula Spence, Director of Care, MioCare *with* an allocated member from ASC – commissioning and operational services

Cabinet Portfolio Holder: Cllr Barbara Brownridge

Finance Manager: Owen Sherbourne

HR Business Partner:

Other internal stakeholders: *MioCare are reference above.
Economy/Place/HR*

Key External Stakeholders:

1. Who – the people in receipt of services
 - a. Role in project: engage and be communicated with. To have an opportunity to feed into what other services they would be able to access following a realignment of services.
2. Who – referrers (in the main, ASC workforce)
 - a. Role in project: be engaged with, understanding the alternative provision for people to meet their needs, and assess people's needs for the alternative provision.

3. Scope and Purpose

Project Scope:

In reducing the ASC commissioning budget for the management fee, MioCare will implement measures to align operations with the revised allocation.

4. Objectives and Deliverables

Objectives:

1. Realign MioCare's financial framework to reflect the revised operational budget.

Deliverables:

1. Realign operational delivery within the financial envelope.

5. Key Actions and Milestones

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	Months 1-2	Stakeholder & staff engagement and comms	MioCare with Commissioning support
2	Month 1 (April)	Reduction applied to the MCare management fee	Commissioning and MioCare

6. Budget and Financial Overview

Budgets subject to saving:

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2025/26 Saving £000	2026/27 Saving £000	Residual Base Budget £000
61840	Oldham Care & Support Client	R44412	Management Fees	15,540	0	325	15,215

Full year saving of £325k – by realigning the Management Fee budget allocated to MioCare

7. Communications/Engagement Plan

To discuss and address:

A full comms and engagement plan will be required and developed for all stakeholders including service users and family members, senior leaders and councillors, staff, referrers, partners.

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Financial reduction to MioCare's management fee may have an impact to service delivery	Clear communications and engagement plan and delivery	MioCare
2	Financial reduction to Miocare's management fee may have an impact to staff recruitment and retention	Clear communications and engagement plan and delivery	MioCare

The risks will be identified and monitored as follows:

- The risks will be monitored via a risk mitigation plan and escalated as required/appropriate.

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 3

RAG rating (1-3 green, 4-6 amber, 7+ red): 3

Rationale for the rating given:

- Reduction applied to MioCare's management fee which equates to less than 1%

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

- Clear communications will all – clear communications and engagement plan covering all stakeholders

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

- NA

10. Dependencies and Impacts

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

Internal dependencies:

- HR Capacity
- Trade Union engagement
- IT support (digital improvements)
- ASC

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

Internal impacts:

- Alternative service provision that aligns with strength-based approaches as per the ASC Operating Model in Oldham.

External impacts:

- What consequences are there for key external stakeholders and how will these be managed? Are these stakeholders able to impede progress or the scale/success of the saving?

Resident impacts:

- Residents will need to source support from alternative providers following a review of their needs.

11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving.
 - Reviewing staff (ASC Ops)
 - Project leads for both MioCare and ASC.

12. Legal and Compliance Considerations:

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

Applicable Laws and Regulations:

- Care Act 2014
- Relevant employment laws and regulations

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

- Care Act assessments/reviews need to take place.
- Engagement and advice sort from HR.

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?
 - Reduction in budget and spend across ASC and MioCare
- Is there a clear end point when all implementation activity should be complete?
 - March 2027
- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
 - None

14. Appendices:

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

There are none.

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:



Senior Accountable Officer (Strategic Director):

Name and Title: Jayne Ratcliffe, Director of Adult Social Care (DASS)



Adrian McCourt, Interim Managing Director of the MioCare Group Ltd.

Date: 13 January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

Cabinet Member:



Name and Portfolio: Cllr Barbara Brownridge, Lead Member for Adult Health and Social Care

Date: 13 January 2026

ASC-BR26-025

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Chadderton Park Day Service – Alternative Delivery Option

Adult Social Care

DATE COMPLETED: 9th January 2026

VERSION 3.0

1. Saving Proposal Title and Description

Project Title: Chadderton Park Day Service - Alternative delivery option

Reference Number: ASC-BR26-025

Directorate: Adult Social Care

Service: Commissioning – MioCare delivered service

Project Description: MioCare deliver a day service for people with learning disabilities located at Chadderton Park. The provision requires significant investment to maintain appropriate standards. It is therefore proposed that this service is closed, offering alternative opportunities to the current service users.

	2026/27
Proposed Budget Reduction (£000)	(150)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Jayne Ratcliffe, Director of Adult Social Care (DASS)

Delivery Lead: Paula Spence, Director of Care, MioCare *with* an allocated member from ASC – commissioning and operational services

Cabinet Portfolio Holder: Cllr Barbara Brownridge

Finance Manager: Owen Sherbourne

HR Business Partner:

Other internal stakeholders: *MioCare are reference above.*

Economy/Place reps given Chadderton Park is a council asset, and this is where the service is delivered.

Key External Stakeholders:

1. Who – the people in receipt of services
 - a. Role in project: engage and be communicated with. To have an opportunity to feed into what other services they would be able to access following Chadderton Park Wellbeing Services closing.
2. Who – referrers (in the main, ASC workforce)
 - a. Role in project: be engaged with, understanding the alternative provision for people to meet their needs, and assess people's needs for the alternative provision.

3. Scope and Purpose

Project Scope:

Cease delivery of Chadderton Park Day Activities (CP).

Adult Social Care will need to assess the current 21 service users of Chadderton Park to other existing day services or other provision to meet their needs.

Some users will be able to be relocated to suitable alternative day services at similar costs and some users of the service will no longer require ongoing statutory support.

Where a person no longer requires statutory support in accordance with the prevention work Adult Social Care (ASC) undertake it is expected a strength based assessment will enable support to be provided via non statutory care and support services provided by the voluntary community sector.

To maximise the number of people that could be moved to existing day services, for instance Miles day centre, MioCare would require capital investment to make the outside space more functional. Capital costs of doing so have not yet been estimated or included as part of this scope.

Suitable alternative employment will need to be found for staff where possible and redundancies made where necessary.

It has been reported that the capital estate in Chadderton Park is in poor repair and requires investment. A health and safety audit has identified issues which have been addressed by closing off previously utilised areas. Therefore capital investment may be necessary even if Chadderton Park remains open.

Initial steps:

- Desktop exercise to assess what other services are available as alternative provision for people: OMBC
- Needs assessments of the 21 people supported (all of whom have care act level need) to quantify cost of alternative provision: OMBC
- Communicate with Place and Economy colleagues to outline intentions to no longer provide services at Chadderton Park.

4. Objectives and Deliverables

Objectives:

1. Cease delivery at Chadderton Park.
2. Assess service users and identify alternative provision.

Deliverables:

1. Closure of the Day Service at Chadderton Park
2. Strengths-based assessments are completed.
3. People (who meet Care Act eligibility) are supported elsewhere.

5. Key Actions and Milestones

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	Months 1-2	Stakeholder & staff engagement and comms	Commissioning and MioCare
2	Months 2-4	Complete Care Act needs assessments	ASC Operations
3	Month 5	Relocate services users to alternative service provision across the borough	ASC Operations
4	Month 6	Move out any equipment and close CP	MioCare

6. Budget and Financial Overview

Budgets subject to saving:

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2025/26 Saving £000	2026/27 Saving £000	Residual Base Budget £000
61840	Oldham Care & Support Client	R44412	Management Fees	15,540	0	(150)	15,390

Full year saving of £150k - a reduction in the Management Fee issued to MioCare from ASC of £150k

7. Communications/Engagement Plan

To discuss and address:

- Staff consultation, if relevant
- Public consultation, if relevant
- Third party engagement
- Other

A full comms and engagement plan will be required and developed for all stakeholders including service users and family members, senior leaders and councillors, staff, referrers, partners.

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Lack of capacity to undertake reviews, however this will be prioritised and risk will be minimal.	Resource plan and prioritise reviews	Operational – Deputy DASS
2	Lack of alternative provision available	Alternatives available in the market to meet assessed needs.	Operational, ASC Commissioning
3	Alternative provision is more expensive than existing provision	Strengths-based reviews to assess individuals' needs.	Commissioning
4	Service users and family members not satisfied with the closure	Comms and Engagement plan in place	MioCare
5	The current model fits with live well principals and the operating model for Adult Social Care	As above	MD MioCare

The risks will be identified and monitored as follows:

- Further analysis of the health and safety report
- Options review undertaken by commissioning to consider next steps and options appraisal in terms of variability versus keeping the provision open.
- The risks will be monitored via a risk mitigation plan.

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 3

RAG rating (1-3 green, 4-6 amber, 7+ red): 4

Rationale for the rating given:

- The closure of the service can take place, reducing the MioCare commissioning budget, however, the engagement with stakeholders is important to ensure the reasons for the closure are clearly articulated and people are involved in choosing the alternative.
- The service has been delivered for a long time
- Politically there may be pressure to keep the service open.

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

- Clear communications will all – starting with senior leaders and members on the reasons for the closure (health and safety, significant improvements required on site to remedy etc.)
- Ensuring people can be supported in alternative provision

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

- Without the investment Chadderton Park requires, the service will be considered health and safety risk and not suitable to meet people's needs.
- Alternative provision is available in the borough.

10. Dependencies and Impacts

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

Internal dependencies:

- Assessments need to be completed for people to provide assurance that needs can be met elsewhere in alternative provision.

External dependencies:

- Reputationally this is likely to cause upset for residents.

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

Internal impacts:

- Alternative service provision that aligns with strength-based approaches as per the ASC Operating Model in Oldham.

External impacts:

- What consequences are there for key external stakeholders and how will these be managed? Are these stakeholders able to impede progress or the scale/success of the saving?

Resident impacts:

- Residents will need to source support from alternative providers following a review of their needs.

11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving.
 - Reviewing staff (ASC Ops)
 - Project leads for both MioCare and ASC.

12. Legal and Compliance Considerations:

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

Applicable Laws and Regulations:

- Care Act 2014
- Relevant employment laws and regulations for the affected staff (potential redeployment and redundancy)

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

- Care Act assessments/reviews need to take place.
- Engagement and advice sort from HR.

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?
 - Service closed in 2026/27.
 - People who require support (following a reassessment of needs) are in receipt of this via alternative provision.
- Is there a clear end point when all implementation activity should be complete?
 - Yes, service closed, and people referred into alternative provision

- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
 - None. Service will have closed.

14. Appendices:

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

There are none.

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

Senior Accountable Officer (Strategic Director):



Name and Title: Jayne Ratcliffe, Director of Adult Social Care (DASS) AND



Adrian McCourt, Interim Managing Director of the MioCare Group Ltd.

Date: 10 December 2025

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

Cabinet Member:



Name and Portfolio: Cllr Barbara Brownridge, Lead Member for Adult Health and Social Care

Date: 10 December 2025

Chadderton Park Day Service

completed/last updated by Paula Spence on 16/01/2026

Portfolio

Adults, Health and Wellbeing

Directorate

People

Service/Team

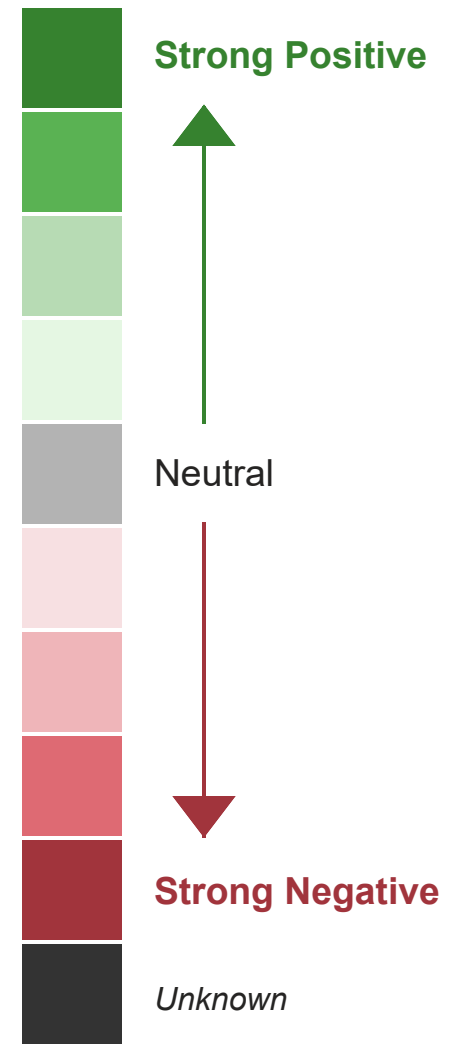
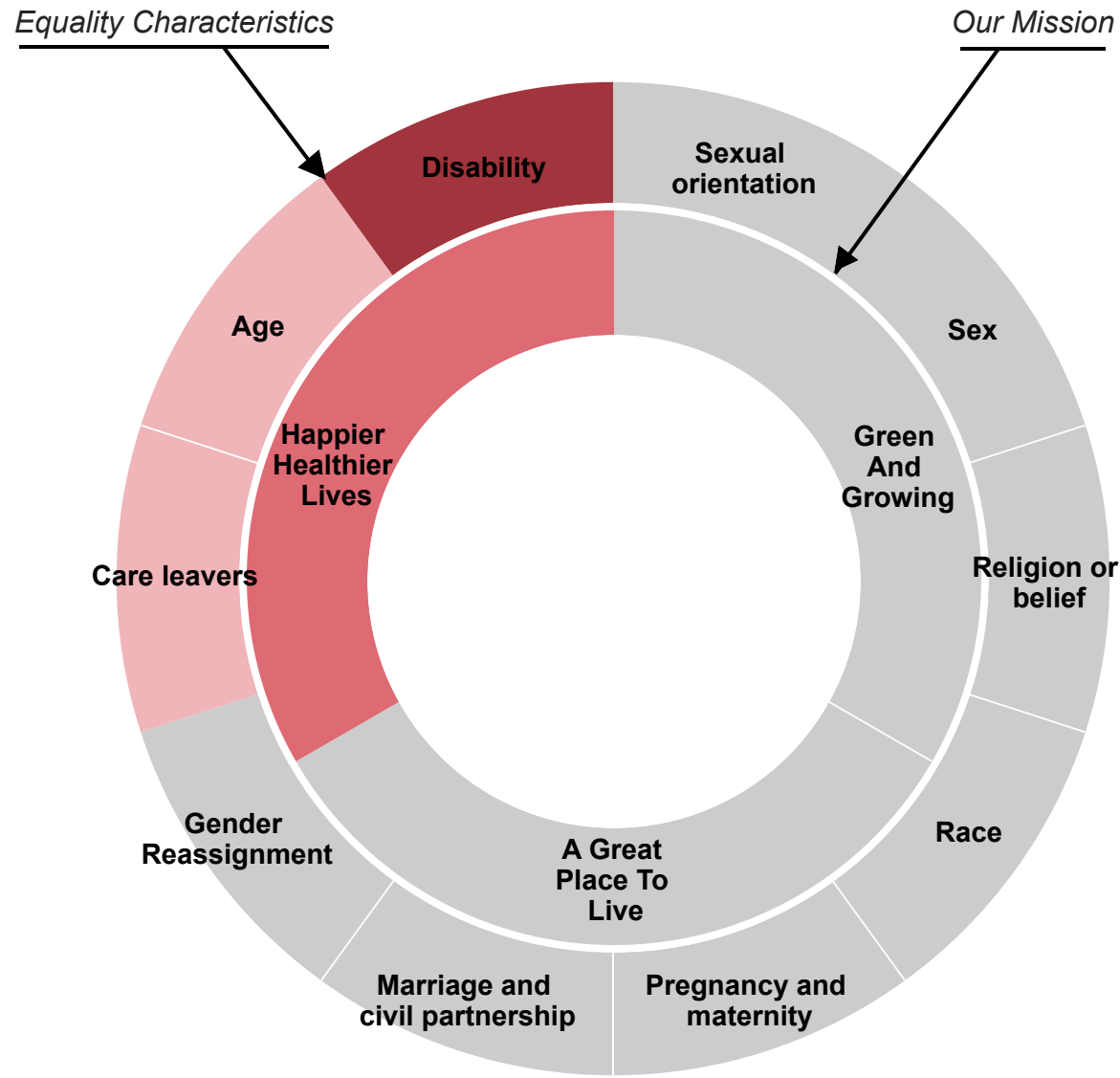
Adult Social Care

Is this IA related to a Budget Reduction proposal?

Yes

Comment on No Positives in whole IA

The removal of this service will limit day opportunities for vulnerable adults within Oldham.



Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Disability	Strong Negative	Very Likely	Long Term	-8	All people that access this service currently have some type of disability, mostly people with learning disabilities and/or autism and Care Act eligible needs. There will be a reduction in the variety of services provided.
Age	Moderate Negative	Possible	Long Term	-2	Older people are more likely to need this type of support that will be removed and there will be a reduction in the variety of services provided.
Care leavers	Moderate Negative	Possible	Long Term	-2	Care leavers are more likely to need this type of support and there will be a reduction in the variety of the services available and provided.
Gender Reassignment	Neutral	Possible	Long Term	0	
Marriage and civil partnership	Neutral	Possible	Long Term	0	
Pregnancy and maternity	Neutral	Possible	Long Term	0	
Race	Neutral	Possible	Long Term	0	
Religion or belief	Neutral	Possible	Long Term	0	
Sex	Neutral	Possible	Long Term	0	
Sexual orientation	Neutral	Possible	Long Term	0	

Our Mission / Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Happier Healthier Lives	Strong Negative	Possible	Long Term	-4	The removal of this service will limit day opportunities for vulnerable adults within Oldham.
A Great Place To Live	Neutral	Possible	Long Term	0	
Green And Growing	Neutral	Possible	Long Term	0	

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Disability	Strong Negative	Very Likely	Long Term	-8	Clear consultation and reprovision of any eligible Care Act needs for affected service users/residents.	Assessments and comms plans	MioCare and ASC/ Commissioning	3 months	Alternative provision will be identified to meet assessed needs, including existing day services and community-based options.
Happier Healthier Lives	Strong Negative	Possible	Long Term	-4	Alternative day opportunities to be offered for vulnerable adults with eligible Care Act needs in Oldham to access.	Development of day services	ASC	6 months	Alternative provision will be identified to meet assessed needs, including existing day services and community-based options.
Age	Moderate Negative	Possible	Long Term	-2	Clear consultation and reprovision of any eligible Care Act needs for affected service users/residents.	Assessments and comms plans	MioCare and ASC/ Commissioning	3 months	Alternative provision will be identified to meet assessed needs, including existing day services and community-based options.
Care leavers	Moderate Negative	Possible	Long Term	-2	Clear consultation and reprovision of any eligible Care Act needs for affected service users/residents.	Assessments and comms plans	ASC	3 months	Alternative provision will be identified to meet assessed needs, including existing day services and community-based options.

ASC-BR26-026

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Service redesign – specialist provision

Adult Social Care

DATE COMPLETED: 13th January 2026

VERSION 4.0

1. Saving Proposal Title and Description

Project Title: ASC Service Redesign of specialist provision

Reference Number: ASC-BR26-026

Directorate: Adult Social Care

Service: Adult Social Care

Project Description: Service restructure

	2026/27
Proposed Budget Reduction (£000)	(185)
Workforce Impact (FTE)	4

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Jayne Ratcliffe

Delivery Lead: Christian Walsh, Deputy Director for Adult Social Care

Cabinet Portfolio Holder: Cllr Barbara Brownridge, Lead Member for Adult Health and Social Care

Finance Manager: Danny Jackson

HR Business Partner: Hannah Tschonghoge

Other internal stakeholders: HR, Trade Unions

Key External Stakeholders: NA

3. Scope and Purpose

Project Scope:

Due to the workforce challenges faced within the health and social care sector, the proposal intends to realign the operational establishment based on the demographic needs of the community and the need of the population. It has also been identified that there are digital opportunities for the service to adopt and embed.

This will inform and enable ASC to employ and grow its own workforce based on the needs of each community district whilst optimising capacity to meet statutory duties.

For the service to be more efficient and effective in their service model of delivery to meet the population needs of each district and be diverse by design. This will enable a more person-centred approach to demand and increase capacity. The service will implement strength-based ways of working and ensure residents use assets in the community to maintain independence, rather than relying on statutory social care support.

The proposal will ensure that we are creating the right capacity in the workforce to respond to the demands of the community, rather than having posts vacant when we are unable to recruit, that do not align the model of working and the Operating Model.

4. Objectives and Deliverables

Objectives:

1. Reduce staffing base across both ASC by £185k.

Deliverables:

1. Service redesign by April 2026
2. Reduction of staffing base

5. Key Actions and Milestones

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

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	Jan 2026	Service redesign proposals	Christian Walsh
2	Feb 2026	Consultation and engagement (staff and trade unions)	Christian Walsh
3	April 2026	Service redesign implementation	Christian Walsh

6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** Reduction of established posts within ASC
- **Controllable Base Budget:**

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
62903	Adults Management Costs	R10000	Basic Pay	698	185	0	513

Financial Management:

- Reduction on staffing budgets of £185K.
- Consultation to begin January 2026 and posts identified and removed from the structure by April 2026.
- Staff and trade unions to be consulted as service redesigns are proposed.
- Any delays will be monitored and reported within the financial monitor and mitigations put in place.

7. Communications/Engagement Plan

As per service redesigns, a full comms and engagement plan will be developed and follow HR policy for restructures.

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Capacity issues resulting in delays in meeting statutory duties including adhering to CQC ratings and assessment	The posts have been vacant for an extended period and are difficult to recruit to nationally as outlined in Government and chief social work statements. Whilst the post will be deleted from what they are currently, they will be replaced by a different discipline. The discipline of the post will be dependent on the need of the district. Enabling the workforce to model the needs of each district.	Christian Walsh
2	Reputational	Minimal risks as the positions will be replaced by another discipline.	Christian Walsh

The risks will be identified and monitored as follows:

- Through active operational performance oversight and management dashboards.
- ASC Risk Assurance Board, escalated where necessary to Corporate Risk Board.

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 3

RAG rating (1-3 green, 4-6 amber, 7+ red): 5

Rationale for the rating given:

- Due to the workforce challenges faced within the health and social care sector, the proposal intends to realign the operational establishment based on the demographic needs of the community and the need of the population. It has also been identified that there are digital opportunities for the service to adopt and embed.
- The proposal will ensure that we are creating the right capacity in the workforce to respond to the demands of the community, rather than having posts vacant when we are unable to recruit, that do not align the model of working and the Operating Model.

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

- For the service to be more efficient and effective in their service model of delivery to meet the population needs of each district and be diverse by design. This will enable a more person-centred approach to demand and increase capacity. The service will implement strength-based ways of working and ensure residents use assets in the community to maintain independence, rather than relying on statutory social care support.

10. Dependencies and Impacts

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

Internal dependencies:

- HR Capacity
- Trade Union engagement
- IT support (digital improvements)

External dependencies:

- None.

Resident impacts:

What consequences are there for residents and how will these be managed? Think about resident groups that already exist as a means of engagement.

There may be an increase in waiting lists – which will be managed as per above.

11. Resource Requirements (non-finance related):

Resources:

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

12. Legal and Compliance Considerations:

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

Applicable Laws and Regulations:

- Care Act 2014
- Employment Laws and Regulations

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

- Management and oversight of the operational and performance dashboards.

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?
Reduction in staffing budget and spend across ASC.
- Is there a clear end point when all implementation activity should be complete?
March 2027
- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
Management of the staffing establishments and agency spend.

14. Appendices:

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

There are none.

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:



Senior Accountable Officer (Strategic Director):

Name and Title: Jayne Ratcliffe, Director of Adult Social Care (DASS)

Date: 10 December 2025

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:



Cabinet Member:

Name and Portfolio: Cllr Barbara Brownridge, Lead Member for Adult Health and Social Care

Date: 10 December 2025

ASC-BR26-035

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Introduction of an Oldham Living Wage for Care Workers

Adult Social Care

DATE COMPLETED: 9th January 2026

VERSION 3.0

1. Saving Proposal Title and Description

Project Title: Introduction of an Oldham Living Wage for Care Workers

Reference Number: ASC-BR26-035

Directorate: Adult Social Care

Service: Commissioning and Market Management

Project Description:

Taking in to account the levels of funding for Adult Social Care and the increases in the Real Living wage this proposal aims to create an Oldham Living wage at £13.10 (above the minimum wage of £12.71 but below the Real Living Wage rate of £13.45), which the council will pay on all of its care contracts.

The council will work with its providers to ensure that this rate is paid to those staff working on those contracts. This proposal will also affect the rates payable to Personal Assistants who are self employed.

	2026/27
Proposed Budget Reduction (£000)	(2,456)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Jayne Ratcliffe, Director of Adult Social Care (DASS)

Delivery Lead: Alison Berens, Head of Quality and Care Provisioning, Commissioning and Market Management (ASC)

Cabinet Portfolio Holder: Cllr Barbara Brownridge, Lead Member for Adult Health and Social Care

Finance Manager: Danny Jackson

HR Business Partner: Hannah Tschonghoge

Other internal stakeholders: Finance, Procurement, Legal, Policy

Key External Stakeholders:

All ASC Commissioned providers

- Care Homes (46)
- Home Care providers (13 framework providers)
- Supported Living (7 framework providers + MioCare)
- Personal Assistants (we have 916 people in receipt of Direct Payments that have Personal Assistants they employ)
- Third Party Brokers (engagement)

3. Scope and Purpose

Project Scope:

Government policy sets the expectation that all employers pay at least the National Minimum Wage. However, Oldham Council, has aspired to eventually meet the Foundation Living Wage, which is significantly higher than the statutory minimum. Since 2022, the Council has incrementally improved fund annually to move the borough towards the achievement of this ambition. Between 2022 and March 2027 nearly £19 million will have been invested in pay within the adult social care market to support this goal—a real-terms increase of around 36%. However, continuing this trajectory into 2026/27 would require an additional £5.35 million.

At the outset of this planning round, the Administration reaffirmed its principle of ensuring fair pay for care workers and maintaining a sustainable care market. At present, the National Minimum Wage is £12.71 per hour, while the Foundation Living Wage is £13.45. This proposal seeks to continue moving beyond the statutory minimum by setting a rate that reflects the council's commitment to fair pay and ethical commissioning, while also creating capacity to continue funding other essential services.

This proposal will still deliver an increase in contracted levels of pay for care staff through the introduction of an Oldham Living Wage rate. That Oldham Living Wage for the care market at £13.10 per hour and doing so would moderate the pace of budget growth seen in recent years, enabling savings to be reinvested in other critical areas of care. While this still requires investment—around £2.5 million—it represents a more sustainable position than continuing the current trend, which would demand £5.35 million.

A review of Greater Manchester authorities shows that other councils are also considering measures to slow market budget growth. Three authorities are not fully accredited with the Living Wage Foundation, and three others do not require adult social care providers to pay the Real Living Wage. The Council has engaged with the Living Wage Foundation to explore how accreditation can be maintained while adjusting the timeline for full implementation. The aspiration remains unchanged, but the pace must reflect financial realities. Two options were considered: pausing pay requirements while retaining accreditation, which would reduce short-term costs but not deliver long-term sustainability; or introducing an Oldham Living Wage, which would be embedded in tender documentation and contracts for commissioned care services.

4. Objectives and Deliverables

Objectives:

1. Remove the contractual requirement for commissioned providers to pay their staff at least the Living Wage Foundation rate, by establishing and introducing an “Oldham Living Wage” rate for providers to be contractually obliged to pay their employees.

Deliverables:

2. Introduce an Oldham Living Wage for the care sector of £13.10 p/hour in 2026/27.
3. Issue comms and commence engagement with the market– aligned with the annual fee review process (Commissioning led).
4. Amend contracts and service specifications (Legal led).
5. Update all tender documentation to replace the requirement of paying care sector employees at least the Real Living Wage to the Oldham Living Wage of £13.10 p/hour (Procurement led).
6. Providers to make changes to their staffing pay rates (Commissioning led).

5. Key Actions and Milestones

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

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	January 2026	Communications and engagement (commissioned providers and trade unions)	Commissioning
2	January 2026	Analysis sector engagement responses	Commissioning
3	April 2026	Amend contracts in place	Legal
4	April 2026	Ensure service specifications are updated	Commissioning
5	April 2026	Ongoing engagement	Commissioning

6. Budget and Financial Overview

The Council can achieve savings by limiting the growth of budget allocations within the Medium-Term Financial Strategy (MTFS), rather than reducing existing revenue budgets. These savings will be managed corporately to support overall financial sustainability.

The proposal to establish an Oldham Living Wage at £13.10 which would save approximately £2.456m. The costs associated with delivering this proposal are expected to be minimal, though not entirely absent. While commissioning support and consultation will be required, no significant or immediate expenditure is anticipated.

7. Communications/Engagement Plan

A full comms and engagement plan will be developed for all stakeholders including service users and family members, senior leaders and councillors, staff, referrers, partners.

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Provider and staff attrition	Regular and clear communications Risks monitored on appropriate risk registers	Adult Social Care
2	Hand back of provider contracts resulting in provider failure and adult social care being required to source and provider continuity of care for vulnerable adults	Regular and clear communications Understanding of key market risks Risks monitored on appropriate risk registers	Adult Social Care
3	Impact to ongoing tenders (Care at Home, Extra Care Housing and Supported Living)	Early engagement and information being shared with the market Risks monitored on appropriate risk registers	Adult Social Care
4	Lack of appetite from developers to work in Oldham, resulting in a depleted and stagnant market	Ongoing review to the fee structure Risks monitored on appropriate risk registers	Adult Social Care
5	Quality of care reduces	Enhanced oversight of the market Risks monitored on appropriate risk registers	Adult Social Care
6	Reputational and ethical perception of the council	Clear comms and engagement Risks monitored on appropriate risk registers	Corporate
7	Financial risk of pausing the council's accreditation to LWF in the longer term (financial value will be compounded for future years)	Phased application of rates if agreeable with the LWF Risks monitored on appropriate risk registers	Corporate

9. Deliverability rating and conclusion:

Deliverability rating out of 10: 7

RAG rating (1-3 green, 4-6 amber, 7+ red): 7

Rationale for the rating given:

- Amendments to our rates can take place and could be implemented through the annual fee review process. However, there are risks associated, which are documented in this form. Oldham prides itself on a fair cost of care approach and encouraging providers to adhere to ethical working practices and frameworks. There are market factors outside of Oldham's control. Our intelligence is that the NHS is only going to uplift by 4%-4.5% this year, whilst this proposal in effect matches that some providers could reject it and withdraw from the market place. Equally other localities in neighbouring GM boroughs could uplift beyond our rates and create an unequal GM market which makes our position more challenging.

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

- Phasing of the rates: phasing in/out of RLW for the care sector; or multiple fee reviews and increases in forthcoming years. Alongside additional analysis of the average rate of pay across the main sectors operating in Oldham and tackling issues one by one as they arise.

10. Dependencies and Impacts

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

Internal dependencies:

- Corporate policy position on Real Living Wage and accreditation to Living Wage Foundation.
- HR advice and guidance.
- Legal advice and guidance.
- Union engagement.

External dependencies:

- Clarification on GM position (with reference to the Greater Manchester Good Employment Charter).
- Living Wage Foundation (with reference to council's accreditation).

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

Internal impacts:

This proposal would:

- Require work to be completed to adjust the current requirement in ASC contracts, and therefore, a coordinated and sensitive approach will be required across commissioning, procurement, legal, and corporate functions.
- Enhanced oversight of the market; provider failure, quality of provision
- Social care commissioners will need to engage proactively with the provider market to communicate the rationale behind the proposed contractual change. Messaging must be carefully managed to ensure that the value and contribution of the care sector workforce are recognised and upheld, despite the removal of the RLW requirement. Comms input into this is essential.
- All references to the RLW as a mandatory requirement to be removed from tender documentation, contractual terms and conditions and service specifications to ensure consistency and legal compliance across future procurement exercises. Legal input will be essential to assess the implications for existing and active contracts. This includes determining whether formal amendments, such as deeds of variation, will be required to reflect the change in contractual obligations.

External impacts:

While the Council maintains its ambition, there is a balance to be found between pace, fair pay and ethical commissioning, while also creating capacity to continue funding other essential services. The market would undoubtedly wish to see a move to the LFW at the earliest opportunity. This proposal commits to the ambition but slows the rate at which the Council plans to get there and it would still involve a further £2m+ being pumped into the market in 2026/27. Conversely, there are obviously a number of issues, which should be considered but which the Council is not fully able to resolve as it does not deliver the care rather it commissions it.

1. Workforce

Issue	Mitigation
Low pay drives care workers to leave for better paying jobs in retail or hospitality and makes it challenging to attract skilled and compassionate staff. It may also mean the market constantly needs to recruit and train new staff leads to higher operational expenses.	This is a national issue and if the Government does not pass on the full cost to the Council the Council is only left with making cuts elsewhere. The Council has set out a policy position to balance fair pay, protecting vulnerable adults and a comprehensive service offer for local people to access. This proposal reaffirms the commitment of the Council to increase rates as opposed to revert to the national minimum wage offer

Lower paid workers often experience greater levels of mental resilience, fatigue and financial wellbeing and may struggle with housing, food, or transport.	The Council is working with partners to ensure robust support around all of these issues to help and support those experiencing hardship or challenges around these issues
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2. Lower quality of care

Risk	Mitigation
Gaps in care continuity emerge because of inconsistent staffing, less experienced care workers leading to poorer outcomes	The Council will work with providers and other agencies such as the colleges to develop pipelines to work

3. Reputational and ethical risks

Risk	Mitigation
Providers not paying the higher level living wage may be seen as exploitative, especially in a sector seen as morally significant.	The Council can offset this through commissioning by stating clearly its commissioning intentions and embedding the consequences into tendering processes.

4. Sector-wide instability

Risk	Mitigation
The social care workforce remains challenged with a recognised national dependency on agency or migrant workers.	The Council will work with providers and other agencies such as the colleges to develop pipelines to work
Without financial support to meet higher wage costs associated with delivering care in high-cost areas (through the rates we apply as commissioners) providers may be forced into difficult decisions including closure – planned and unplanned.	There is a risk of market instability but the Council recognizes its duty to step in and help resolve some of these issues.

5. Equality impacts

Risk	Mitigation
Passing costs onto self-funders, potentially pricing out individuals and increasing demand on local authority-funded services.	

The care sector is predominantly female, so poor pay contributes to gender pay inequality.	This is a national issue and if the Government does not pass on the full cost to the Council the Council is only left with making cuts elsewhere. The Council has set out a policy position to balance fair pay, protecting vulnerable adults and a comprehensive service offer for local people to access. This proposal reaffirms the commitment of the Council to increase rates as opposed to revert to the national minimum wage offer
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Taken together these outcomes have potential to destabilise the care market and also place additional pressure on already stretched public resources. The Council would have a duty to step in and help resolve some of these issues.

Resident impacts:

- There will be limited choice available for Oldham residents
- Provider's service delivery in terms of quality may be impacted.

11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving: Adult Social Care and Health.
- Support required from other directorates/central services: Finance, HR, Policy, comms, Legal and procurement
- Support required from corporate transformation team: no
- External support required: no
- List any non-staffing resources required: no

12. Legal and Compliance Considerations:

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

Applicable Laws and Regulations:

- Care Act 2014: there is a statutory duty for local authorities to ensure there is a stable, sustainable market, diverse enough to meet the needs of its population. There is also a statutory duty to provide continuity of care meaning should there be provider failures it is the local authority's

responsibility to ensure people continue to receive the care they are assessed to require.

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?
 - Is there a clear end point when all implementation activity should be complete?
 - What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
-

14. Appendices:

There are no appendices.

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:



- Senior Accountable Officer (Strategic Director):
Name and Title: Jayne Ratcliffe, Director of Adult Social Care (DASS)
- Date: 9th December 2025

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:



- Cabinet Member: Name and Portfolio:
Cllr Barbara Brownridge, Lead Member for Adult Health and Social Care
- Date: 9th December 2025

Impact of removing RLW as a contractual requirement for ASC providers and introducing an Oldham Living Wage for ASC
Commissioned Providers

completed/last updated by Jonathan Downs on 16/01/2026

ASC-BR26-035

Portfolio

Adults, Health and Wellbeing

Directorate

People

Service/Team

Adult Social Care

Is this IA related to a Budget Reduction proposal?

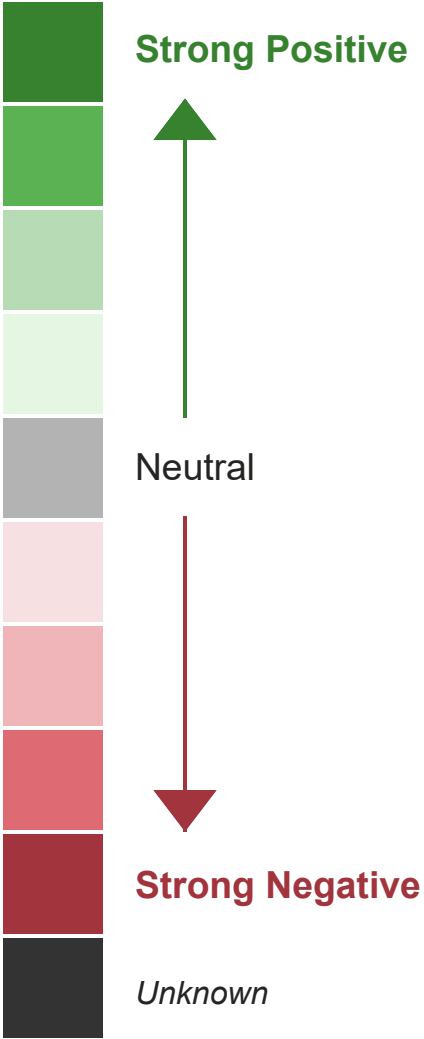
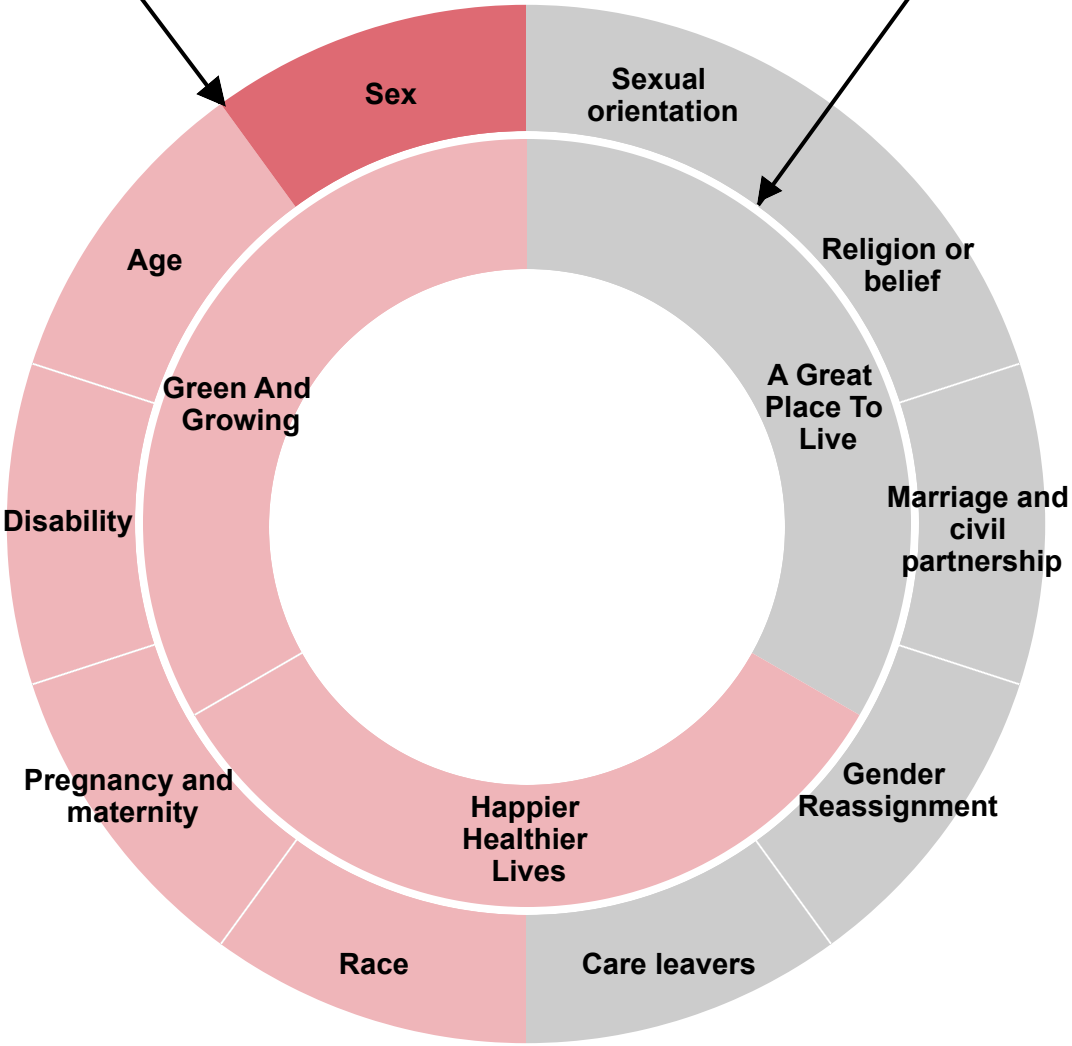
Yes

Comment on No Positives in whole IA

The increasing demand for services, combined with the growing complexity of support required and persistent inflationary cost pressures, continues to present significant challenges to the Adult Social Care (ASC) budget. These financial pressures are primarily driven by escalating costs in essential statutory services that support the most vulnerable residents. This mirrors challenges faced by many councils nationally and is particularly acute where the council is obligated under the Care Act to provide services to individuals with increasingly complex needs. In addition to rising demand and complexity, wage inflation is a significant cost driver. On 22 October 2025, the Living Wage Foundation (LWF) announced the Real Living Wage (RLW) for 2025/26 at £13.45, an increase of 6.7%. To align with the LWF rate, the council will need to invest £5.352m in the 2026/27 financial year to sustain the care provider market. In contrast, if the council were to pay only the statutory National Minimum Wage (NMW), the cost would be £0.693m. By introducing and implementing an Oldham Living Wage it will approximately cost £2.45m (at £13.10 per hour) which will go some way in mitigating the risks of destabilising the borough's care sector.

Equality Characteristics

Our Mission



Equality Characteristics

Category	Impact	Likely	Duration	Impact Score ▲	Comment
Sex	Moderate Negative	Very Likely	Long Term	-4	The adult social care workforce is predominantly female. Any slowing of wage growth may disproportionately impact women, particularly those in part-time or low-paid roles.
Age	Moderate Negative	Possible	Long Term	-2	Through Workforce Data information it is estimated that 27% of care sector employees working in Oldham are aged 55 and over retirement age in the next 10 years. Slowing the pace of pay increases could disproportionately affect older workers who may have fewer alternative employment options.
Disability	Moderate Negative	Possible	Long Term	-2	Disabled adults who rely on commissioned care services could be indirectly affected if provider instability leads to workforce shortages or reduced quality of care.
Pregnancy and maternity	Moderate Negative	Possible	Long Term	-2	Women returning from maternity leave in low-paid care roles could be affected by slower wage progression.
Race	Moderate Negative	Possible	Long Term	-2	Black, Asian and minority ethnic workers are overrepresented in the adult social care workforce nationally and locally.
Care leavers	Neutral	Possible	Long Term	0	
Gender Reassignment	Neutral	Possible	Long Term	0	
Marriage and civil partnership	Neutral	Possible	Long Term	0	
Religion or belief	Neutral	Possible	Long Term	0	
Sexual orientation	Neutral	Possible	Long Term	0	

Our Mission / Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Green And Growing	Moderate Negative	Possible	Long Term	-2	The care workforce is disproportionately affected by in-work poverty, part-time or insecure employment, and limited career progression, and although this is not a protected characteristic. Slowing the pace of pay growth may impact household incomes.
Happier Healthier Lives	Moderate Negative	Possible	Long Term	-2	The proposal could contribute to a reduction in available provision across the borough, potentially impacting the ability of people with care and support needs to achieve positive health and wellbeing outcomes. to live happier and healthier lives.
A Great Place To Live	Neutral	Possible	Long Term	0	

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Age	Moderate Negative	Possible	Long Term	-2	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	The proposed Oldham Living Wage remains above the National Minimum Wage.
Disability	Moderate Negative	Possible	Long Term	-2	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	Enhanced market oversight will be undertaken to monitor quality and continuity of care.
Green And Growing	Moderate Negative	Possible	Long Term	-2	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	The proposed Oldham Living Wage remains above the National Minimum Wage.
Happier Healthier Lives	Moderate Negative	Possible	Long Term	-2	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	The proposed Oldham Living Wage remains above the National Minimum Wage.
Pregnancy and maternity	Moderate Negative	Possible	Long Term	-2	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	The proposal does not reduce pay or change contractual rights. Providers remain responsible for compliance with employment law and fair treatment.

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Sex	Moderate Negative	Very Likely	Long Term	-4	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	The proposal maintains pay above statutory minimum levels. The Council continues to aspire to full alignment with the Real Living Wage, subject to financial sustainability.
Race	Moderate Negative	Possible	Long Term	-2	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	Continued engagement with providers to ensure equality and fair treatment in pay decisions.

CYP-BR26-030

BUDGET DELIVERY PLAN 2026/27 & 2027/28

CSC Budget Reduction Proposals

Remodel Children's Social Care Senior Management

Children and Young People

DATE COMPLETED: 3 December 2025

VERSION 2.0

1. Saving Proposal Title and Description

Project Title: Remodel Children's Social Care Senior Management

Reference Number: CYP-BR26-030

Directorate: Children and Young People

Service: Children's Social Care and Early Help

Project Description:

Remodelling of the Senior Management Team in Children's Social Care to save £83,000.

	2026/27
Proposed Budget Reduction (£000)	(83)
Workforce Impact (FTE)	1

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Anthony Decrop, Director of Children's Social Care and Early Help

Delivery Lead: Michelle Bernasconi, Assistant Director Social Work Services.

Nick Whitbread, Assistant Director Corporate Parenting

Cabinet Portfolio Holder: Cllr Shaid Mushtaq

Finance Manager: Nicola Harrop

HR Business Partner: Jodie Rowson

Other internal stakeholders:

- Assistant Director Safeguarding and Quality Assurance

Key External Stakeholders:

- None

3. Scope and Purpose

Project Scope:

Restructure the senior management team to reduce one FTE Head of Service role (£83k). This proposal would combine two current senior roles, one of which is currently vacant, into one updated role with broader operational responsibilities.

4. Objectives and Deliverables

Objectives:

1. To deliver budget reduction savings to bring the CSC and overall council budget in a balanced and sustainable position

Deliverables:

1. Reduce workforce as outlined

5. Key Actions and Milestones

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	Jan 2026	Staff consultation process begins	ADs
2	Mar 2026	Staff consultation process complete	ADs
3	Apr 2026	New structure implemented	ADs
4			
5			
6			
7			
8			
9			

6. Budget and Financial Overview

Budgets subject to saving:

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

Controllable budget for Children's Social Care & Early Help

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
61830	Children in Care Management	R10000/ R12007/ R13008	Basic Pay/NI/Pension	464	(83)	0	381

Cost of delivery: *there are no additional / incremental direct costs associated with the delivery of the proposed option.*

Description	One-off/ongoing?	2026/27 Cost £000	2027/28 Cost £000
Not applicable			
TOTAL			

Key assumptions in calculating the saving:

- Staffing costs including on costs
- redundancy costs

Financial Management:

- Monthly budget monitoring

7. Communications/Engagement Plan

To discuss and address:

- Staff consultation

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Reducing management capacity will impact on the health and wellbeing of remaining staff with reduced contingency to cover absences leading to increased staff absence or leavers	Re-prioritise objectives and tasks across the service based on reduced management capacity.	AD / Director

The risks will be identified and monitored as follows:

- Children's DMT
- Management Board
- Portfolio Briefings
- FS steering group

9. Deliverability Rating and conclusion:

Deliverability rating out of 10:

RAG rating (1-3 green, 4-6 amber, 7+ red):

Rationale for the rating given:

1. Head of Service reduction 1-3 green – workforce consultation, restructure of management team

10. Dependencies and Impacts

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

Internal dependencies:

- HR capacity to support staff consultations
- Union representation for affected staff
- Finance to monitor deliverables

External dependencies:

- None

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

Internal impacts:

- Regular reporting of risks and issues

External impacts:

- None

Resident impacts:

- Reduction in leadership and management oversight of specialist services for residents.
-

11. Resource Requirements (non-finance related):

Resources:

- Directorate Leadership and Management capacity
 - HR and OD team
 - Finance team
-

12. Legal and Compliance Considerations:

This proposal is DISCRETIONARY

Applicable Laws and Regulations:

- Children Act 1989 and 2004
- Children and Families Act 2014
- Ofsted ILACS Framework
- Children's Wellbeing & Schools Bill

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

- Internal and external quality assurance
 - Performance management
-

13. Project Closure Criteria:

Completion Criteria:

- Savings delivery targets achieved
 - End point when all implementation activity should be complete is end of the specified financial year.
 - Post-delivery requirements to sustain savings include balanced budgets, a good standard of service, and a stable workforce.
-

14. Appendices:

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

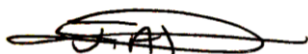
None

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director): Julie Daniels, Executive Director of Children and Young People



Date: 20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Shaid Mushtaq, Cabinet Member for Children and Young People



- Date: 20/01/2026

PLC-BR26-043

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Reduction of Grant Awards

Communities

DATE COMPLETED: 02 January 2026

VERSION 2.1

1. Saving Proposal Title and Description

Project Title: Reduction of Grant Awards

Reference Number: PLC-BR26-043

Directorate: Communities / Childrens Services

Service: Districts and Youth Services

Project Description: Proposed reduction in the grant allocation to Mahdlo Youth Zone. Currently Mahdlo receive £300k annually this proposal aims to reduce this to £200k per annum.

	2026/27
Proposed Budget Reduction (£000)	(100)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Neil Consterdine – Director of Communities

Delivery Lead: Jodie Barber Assistant Director – Youth and Communities

Cabinet Portfolio Holder: Cllr Shaid Mushtaq

Finance Manager: Matt Kearns

HR Business Partner: Julie Lynch

Key External Stakeholders:

- Mahdlo

3. Scope and Purpose

Project Scope: Mahdlo Grant Reduction

The Council currently provides an annual contribution of £300,000 to Mahdlo, which operates on a total annual budget of approximately £1.8 million. It is proposed that the Council's annual contribution to Mahdlo be reduced by £100,000 from 2026/27

Purpose of Local Authority Grant: Delivery of open access Junior and Senior Youth Zone sessions at the central hub. Provision of at least two district-based youth sessions per week in each of Oldham's five districts.

About Mahdlo

Mahdlo is a registered charity operating a state-of-the-art Youth Zone in the heart of Oldham for young people aged 8–19 (up to 25 for those with disabilities). Open 7 days a week, 52 weeks a year, offering a wide range of activities for just 50p per session for members.

Delivery model at the Egerton Street Hub includes:

- Junior Zone: 3 sessions/week (ages 8–12)
- Senior Zone: 4 sessions/week (ages 13–25)
- Family Inclusion (SEND): 1 session/week
- Ability Multi-Activity: 1 session/week
- Holiday Provision: Mon–Fri during school holidays (paid offer)
- Twilight Sessions: Mon–Fri daily

District Outreach: Open access and outreach sessions across all five districts.

Membership and Reach (as of Sept 2025)

- 3,246 registered members
- 1,317 unique young people engaged in Quarter 2) i.e. the number of young people taking part in activity during the quarter)
- 861 average weekly attendance across hub and district sessions – ie weekly attendance

Other Funding Sources

- Patron programme
- Membership income from young people
- Donations
- Fundraising events
- Project grants

Impact: The organisation has the ability to secure alternative funding and will be supported by the council to do so. The core universal offer of seven open access sessions per week at the Hub will continue as council funding is contributory and does not cover the full operational costs of Mahdlo offer.

Risks and Considerations: No consultation has yet been undertaken with Mahdlo regarding these proposals, so the full impact on service users or staff is unknown. Previous reductions to the grant resulted in significant challenge from the organisation and its supporters, including negative press coverage. Careful stakeholder engagement and communication planning will be essential to manage reputational risk

4. Objectives and Deliverables

Objective:

- Reduce Council spending of grant funding to youth activity and work collaboratively with Mahdlo to mitigate impacts to deliver saving

5. Key Actions and Milestones

Overarching timeline: Grant reduction to Mahdlo

Week	Date	Delivery Milestone / Action	Delivery Owner
1	Dec/Jan 2026	Open consultation with Mahdlo regarding the proposed savings – Seek their input to complete the EIA	
2	Feb 2026	Address findings from EIA and Any identified Risks	
3	Feb 2026	Final Consultation meeting with Mahdlo regarding outcomes from consultation and EIA	
4	March 2026	Devise new annual Grant agreement for Mahdlo on reduced allocation	
5	1 st April 2026	Savings accrued from this date	

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

6. Budget and Financial Overview

Budgets subject to saving:

- £100k Mahdlo Youth Services

Controllable Base Budget:

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
35900	Universal youth	R44401	Services – payment to contractors	300	(100)	0	200

Cost of delivery: N/A

Key assumptions in calculating the saving:

- Assumption that consultation with Mahdlo is effectively completed by March 2026
- If approved full saving will be made from 2026/2027

Financial Management:

- The Allocated funding to Mahdlo within the Budget is reduced to £200,000
- Public challenge may delay the implementation if further consultation is needed
- There are no impacts on staffing so this will not result in any delays.

7. Communications/Engagement Plan

- Provider consultation – Consultation with Mahdlo needs to be undertaken as soon as possible, this would be the CEX of Mahdlo as well as Members of the board, alongside the Director and Assistant Director of communities, Head of Children's commissioning and potentially the Cabinet member for Children and young people
- Public consultation – Not formally required but may need to be considered to mitigate negative challenges from member of the public.
- Third party engagement needed

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Reputational damage – negative press coverage	Provide guidance on signposting community groups to other funding sources and strengthen officer support for community-led projects. Communication Strategy: Clearly articulate the financial pressures and the need to prioritise statutory services	Director
2	Reduction in offer to young people - Districts	Review of current district Mahdlo offer and seek to work in partnership with wider VCFSE sector to bridge any gaps. Council Youth Service – district offer available to any impacted young people Promotion of wider VCFSE youth provision in districts to impacted young people	Director / AD
3	Financial stability of Mahdlo – Impact to operation costs	Reduce offer and therefore costs. Use of Reserves in short term. Charity to access other grant funding streams available	Director / Mahdlo
4	Redundancy of Staff at Mahdlo – loss of employment	Potential for deployment within the organisation	Mahdlo
5	Reputational Damage	Clarity around mitigation on Delivery impact.	Director

The risks will be identified and monitored as follows:

- Consultation with Mahdlo on proposal to inform EIA
- Engagement and consultation with Ward members

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

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1-2

RAG rating (1-3 green, 4-6 amber, 7+ red): 1-3 Green

- Non-Statutory service, Grant funding contribution based on Annual agreements so no longer term commitment to fund in place. Other youth provision is available across the Borough
- Discretionary Funding, Funding awarded to groups is small allowances and is non recurrent – no longer term arrangements in place

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

- Agreement that Mahdlo utilise other funding streams as a stop gap On balance, how do you justify and support the deliverability of this proposal if amber/red?

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

- Non statutory budget reductions

10. Dependencies and Impacts

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

Internal dependencies:

- Time of Council officers to undertake consultation and monitor / address risks and mitigations identified by end of March 2026.
- Consultation and involvement of Cabinet member for C and YP
- Cabinet approves the proposal.

External dependencies:

- Completion of consultation with Mahdlo within timeline of End of March 2026
- Unknown if this has staffing implications for Mahdlo that may delay implementation if redundancy processes are needed – this may be mitigated with redeployment opportunities within the organisation but would need to be explored directly with Mahdlo

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

Internal impacts:

- Potential challenge from some elected members

External impacts: To be confirmed when consultation with stakeholder is underway but likely to include:

- Potential reduction in offer to young people
- Challenge from organisation and supporters to not reduce budget
- Pressure on Politicians from key supporters of Mahdlo
- Negative press coverage

Resident impacts:

- Reduced youth offer to young people – Early engagement with young people to promote alternative offers across Oldham and to support transition to alternative youth offer provision

11. Resource Requirements (non-finance related):

Resources:

- Officer and member time to undertake engagement and consultation with Mahdlo
- Support from Children's commissioning team and legal to revise Grant agreement

12. Legal and Compliance Considerations:

Is this proposal DISCRETIONARY

Applicable Laws and Regulations:

- NONE.

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

- N/A

13. Project Closure Criteria:

Completion Criteria:

- New grant agreement is in place with reduced allocation 1st April 2026
- Continue with regular contract monitoring Meetings with Mahdlo

14. Appendices:

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

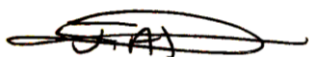
N/A

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director): Julie Daniels, Executive Director Children and Young People



-

Date: 20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Shaid Mushtaq (Cabinet Member for Children and Young People)



- Date: 20/01/2026

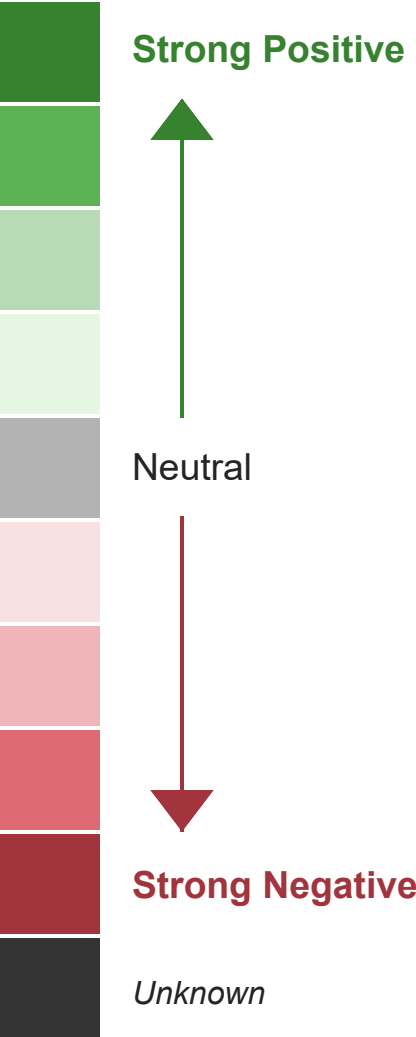
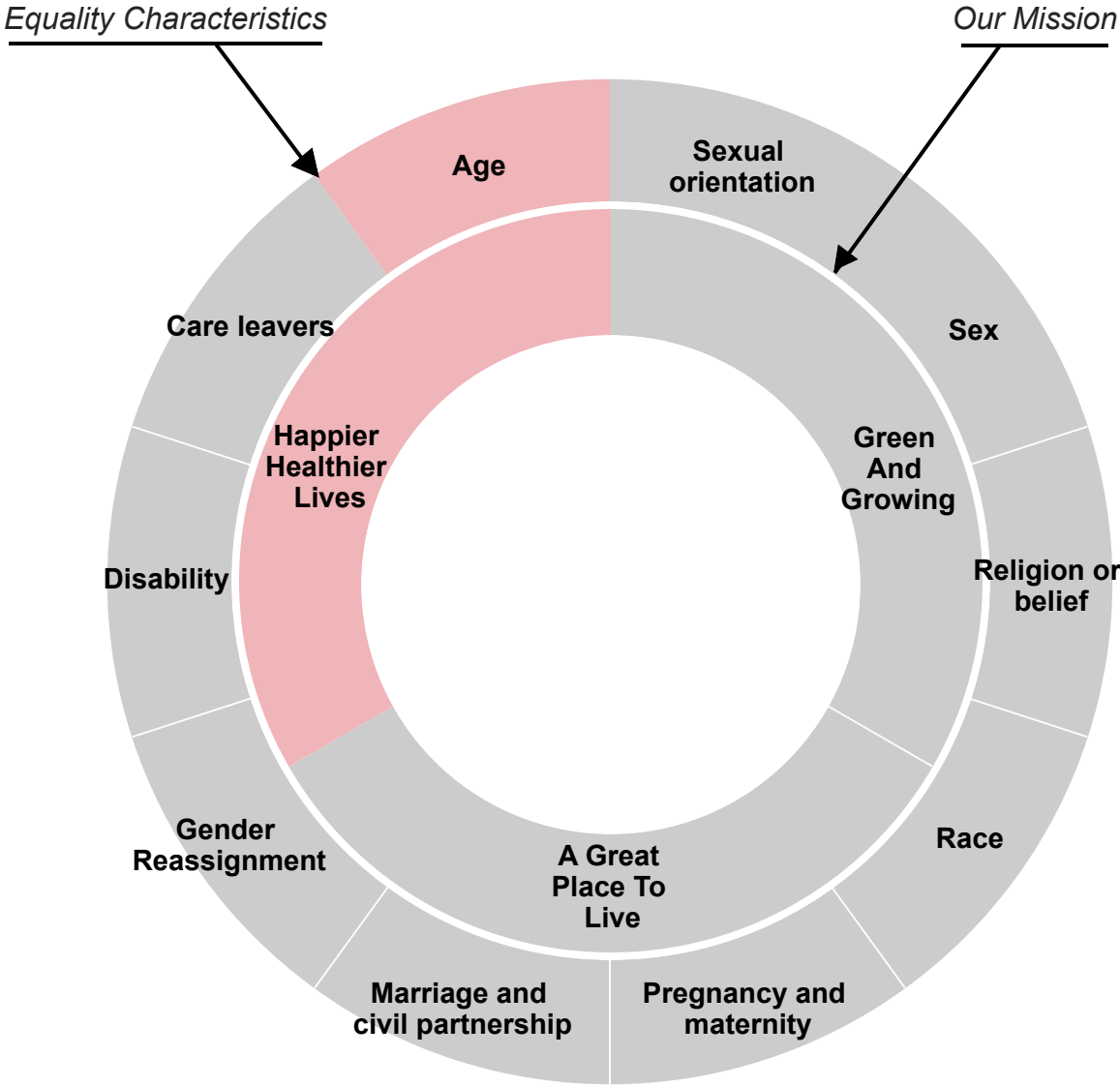
Reduction In grants award - Mahdlo

completed/last updated by Jodie Barber on 16/01/2026

PLC-BR26-043

Portfolio	
Children and Young People	
Directorate	
Place	
Service/Team	
Communities	
Is this IA related to a Budget Reduction proposal?	<input checked="" type="checkbox"/> Yes

Comment on No Positives in whole IA
<p>The negative impact could be mitigated by the organisation and by supporting any impacted young people to access the wider youth offer available. The sessions we contribute funding to at Mahdlo will continue at the HUB and young people will still have access to youth work provision via Mahdlo.</p>



Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Age	Moderate Negative	Very Likely	Short Term	-2	A reduction in funding will reduce the youth offer available from Mahdlo. This will impact in particular of young people aged 11-19 years. This includes young people from low income families. Mahdlo may need to reduce part of their current offer but this cannot be confirmed until full consultation has taken place with the organisation.
Care leavers	Neutral	Possible	Short Term	0	
Disability	Neutral	Possible	Short Term	0	
Gender Reassignment	Neutral	Possible	Short Term	0	
Marriage and civil partnership	Neutral	Possible	Short Term	0	
Pregnancy and maternity	Neutral	Possible	Short Term	0	
Race	Neutral	Possible	Short Term	0	
Religion or belief	Neutral	Possible	Short Term	0	
Sex	Neutral	Possible	Short Term	0	
Sexual orientation	Neutral	Possible	Short Term	0	

Our Mission / Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Happier Healthier Lives	Moderate Negative	Very Likely	Short Term	-2	Potentially a reduction in the offer available to young people could result in increase in isolation, access to positive activities that support well being that enables young people to live healthy and happy lives.
A Great Place To Live	Neutral	Possible	Short Term	0	
Green And Growing	Neutral	Possible	Short Term	0	

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Age	Moderate Negative	Very Likely	Short Term	-2	Mahdlo can secure alternative funding via their fundraising team from donations, patrons or external funding grants. They may choose to use reserves to cover any financial impacts of the reduction. If there is a reduction in the offer delivered this would be explored further in terms of mitigations – these may include working in partnership with other youth sector organisations to widen the offer to any impacted young people.	Undertake further consultation with Mahdlo to identify impacts and explore mitigations.	Jodie Barber	31/01/2026	n/a
Happier Healthier Lives	Moderate Negative	Very Likely	Short Term	-2	Further consultation with Mahdlo is required to enable full assessment of impact but mitigations available include ensuring any impacted young people have access to wider youth offer in Oldham and supported transistion into wider provision.	Undertake further consultation with Mahdlo to identify impacts and explore mitigations.	Jodie Barber	31/01/2026	n/a

PHL-BR26-029

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Impact of Agency Model: Oldham Community Leisure

Public Health

DATE COMPLETED:

VERSION 1.0

1. Saving Proposal Title and Description

Project Title: OCL Agency Model

Reference Number: PHL-BR26-029

Directorate: Public Health

Service: Sports and Leisure

Project Description: Implementation of the previously agreed agency model to the OCL contract which allows OCL to act as an agent of the council with regards to income collection. This provides a financial benefit with regards to VAT transactions. This proposal seeks to reflect this additional financial benefit into the Leisure Services budget on an 80:20 in the council's favour.

	2026/27
Proposed Budget Reduction (£000)	(336)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Rebecca Fletcher

Delivery Lead: Pritesh Patel, Sport Leisure and Wellbeing Service Manager

Cabinet Portfolio Holder: Cllr Peter Dean

Finance Manager: Matt Kearns

HR Business Partner: N/A

Other internal stakeholders:

Leonnie Wharton-Brown, Senior Accountant (VAT lead)

Key External Stakeholders:

1. Stuart Lockwood,

CEO of Oldham Active

3. Scope and Purpose

Project Scope:

On 1st April 2013 Oldham Community Leisure Limited (OCL) awarded a new 10 plus 5 year contract to operate and manage the council's leisure facilities. Prior to the expiry of the initial term of the Contract, the Council exercised the right to extend the term for an additional 5 years. This was done in line with prior Cabinet approval. OCL is now branded as Oldham Active to deliver the contract. The terms of the contract, including the 5 year extension, will end on 31 March 2028

Oldham Active has responsibility for the management, operation, and development of six facilities under the contract, which include Council owned leisure centres, swimming pools and synthetic pitches in Oldham. It also delivers a wider community offer and has a vision of 'Inspiring people to live active healthy lives' and to 'Create

an environment in which sport, active recreation and leisure are integrated into the lifestyles of all Oldham residents, in order that community cohesion and health benefits are continually improving.”

The council works closely with Oldham Active to ensure that the outputs and outcomes that Oldham Active is obliged to deliver under the contract are met and that continuous improvement is achieved throughout the contract period.

The Chelmsford ruling (June 2022) has shifted the sector towards agency models for leisure services due to VAT recovery advantages. The ruling established that leisure services provided by Local Authority's should be classified as non-business, which means VAT should no longer be charged to customers, but Local Authority's are able to reclaim any VAT incurred in providing leisure services. Oldham Active incur around £420,000 worth of irrecoverable VAT each year, so moving to an agency model remove the irrecoverable VAT and is therefore more tax efficient, enabling better outcomes for our residents.

Legal & procurement advice has been sought to ensure compliance with contract modification regulations. In September 2025 Cabinet agreed to implement this approach.

Agreement has been reached with Oldham Active to divide the benefit in a 80:20 split to the Council's benefit. This would result in a £336,000 budget reduction.

4. Objectives and Deliverables

Objectives:

1. Move to an Agency model in line with the Chelmsford ruling to reclaim VAT in the delivery of our leisure services.

Deliverables:

1. New Deed of Variation agreed with the agency model outlined
-

5. Key Actions and Milestones

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

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	31 st Jan 2026	Deed of Variation developed and Agreed	
2	31 st Mar 2026	Deed of Variation signed and implemented	
3	1 st Apr 2026	New mechanism in place and budget reduction realised	

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

6. Budget and Financial Overview

Budgets subject to saving:

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

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
21800	Leisure Client Contract		OCL Contract	507.044	(336)		171.044

Cost of delivery:

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

Key assumptions in calculating the saving:

The management fee for Oldham Active is low in comparison to other GM authorities and nationally. The amount payable under the Contract is £507,044 per year for 2025/26, which equates to £2.10 per resident (Oldham Population of 242,100, Census 2021).

Under the Contract, Oldham Active also receives additional compensation in respect of additional costs it incurs relating to various categories including legislation changes, utility costs and pension costs for employees wholly transferred from the Council under TUPE.

Additional advice and support has been required in 2025/26 from legal colleagues to ensure that the Agency agreement is legal and robust. The cost of legal and tax advice to date is £11,000, and it is anticipated that a further £3,000 will be required to complete the contract amendments and the finalisation of the leases / licences so that Oldham Active can act as the Council's agent. These costs have been met corporately.

Financial Management:

The budget reduction will be administered through a reduction in the annual management fee from £507,044 to £171,044 (subject to annual inflation), equating to £336,000 per annum until the contract concludes in March 2028.

7. Communications/Engagement Plan

To discuss and address:

- OCL have been engaged regarding this proposal over the past year.

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	New approach to VAT might be seen as significant change to contract	Oldham Council Legal Department have been diligent in ensuring legal advice sought is robust and, while we acknowledge there is some risk, the combined assessment from external legal advice and Presstext is that the risk is reduced.	Legal
2	Increasing legislation changes will mean continuing increases in the costs to OCLs contract that outweigh these savings	Continue to robustly monitor OCL contract and delivery, and review the potential for other costs/ models	

The risks will be identified and monitored as follows:

- Agency Model Task and Finish Group have oversight of the first risk
- OCL Contract Management will monitor the second risk

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

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1

RAG rating (1-3 green, 4-6 amber, 7+ red):

Rationale for the rating given: Green

- This can be delivered once the Deed of Variation is signed

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

- Already green

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

- N/A
-

10. Dependencies and Impacts

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

Internal dependencies:

- Dependent on Legal, Finance, and Procurement colleagues to deliver the changes.

External dependencies:

- The delivery by Oldham Active is a key dependency, and their agreement on the agency model, and the 80:20 split

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

Internal impacts:

- None

External impacts:

- None

Resident impacts:

- None
-

11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving.
 - Public Health colleagues, legal, procurement, finance and estates colleagues too.
 - Support required from other directorates/central services.
 - As mentioned above re staffing
 - External support required
 - External legal support due to internal capacity
 - List any non-staffing resources required
 - None
-

12. Legal and Compliance Considerations:

Is this proposal DISCRETIONARY

Applicable Laws and Regulations:

- N/a

- N/a.

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

- N/a
 - N/a
-

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?

New Deed of Variation in place between Oldham Council and Oldham Active

- Is there a clear end point when all implementation activity should be complete?

Yes – the Deed of Variation in place, and the new payment schedule agreed

- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?

None

14. Appendices:

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

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

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director):



Mike Barker, Deputy Chief Executive (Health & Care)

Date: 20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Peter Dean (Cabinet Member for Culture and Leisure)



- Date: 20/01/2026

PLC-BR26-039

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Highways – Programme Reprioritisation

PLACE: ENVIRONMENT

DATE COMPLETED: 2 January 2026

VERSION 2.2

1. Saving Proposal Title and Description

Title: Highways – Programme Reprioritisation

Reference Number: PLC-BR26-039

Directorate: ENVIRONMENT

Service: HIGHWAYS & ENGINEERING

Description:

This proposal aims to rebalance our revenue funding to capital to reflect the change from reactive maintenance to more proactive and preventative maintenance and improvements. To further our ambition to improve the long-term condition of our highways this also takes into account the creation of a £2m capital highways improvement fund that aims to target areas in most need of repairs and resurfacing, reducing the need for more costly reactive repairs later on.

	2026/27
Proposed Budget Reduction (£000)	(436)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Nasir Dad, Director of Environment

Delivery Lead: Gordon Anderson, AD, Highways & Engineering

Cabinet Portfolio Holder: Cllr C Goodwin

Finance Manager: John Hoskins

HR Business Partner: Natasha Needham

Other Service Partners: Joanna Ward, Transport Strategy

Key External Stakeholders:

1. TfGM – external grant awards
2. GMCA – external grant awards
3. Highways England – external grant awards

3. Scope and Purpose

Project Scope: The Council has a statutory duty under the Highways Act to maintain the highway network and infrastructure in a safe and serviceable condition – this includes all infrastructure, road surface, footway surface, kerbs, all street furniture, railings barriers etc, bridges, footbridges, and highways structures such as retaining walls, highways drainage including pipes, gullies etc.

Oldham Council as the Highways Authority has a statutory duty to maintain the highways network and all infrastructure in a safe and serviceable condition.

Over the last four years the council has attracted over £39.376m in external funding for Highways improvements, mostly due to our position within the Greater Manchester Combined Authority and our track record of delivery on capital projects within funding timescales.

This proposal aims to rebalance our revenue funding to capital to reflect the change from reactive maintenance to more proactive and preventative maintenance and improvements. To further our ambition to improve the long-term condition of our highways this also takes into account the creation of a £2m capital highways improvement fund that aims to target areas in most need of repairs and resurfacing, reducing the need for more costly reactive repairs later on.

In summary, this proposal reprioritises resources and allows community priorities to be delivered through securing and utilising external funds.

4. Objectives and Deliverables

Objectives:

1. Reprioritising highway maintenance and looking holistically at road surfacing requirements, using and securing more external funding opportunities.
2. Reprioritising the relining programme to ensure essential markings are repainted more regularly.

Deliverables:

1. Outlined above

5. Key Actions and Milestones

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1-5	Jan/Feb	Reprioritisation to proactive work to be assessed and determined	Gordon Anderson / Nasir Dad
5-12	Feb – April	Liaise with key partners to understand and determine external funding opportunities (and secure where possible)	Joanna Ward / Gordon Anderson / Nasir Dad
13	1 April	Implementation of new reprioritised service model	Nasir Dad

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

6. Budget and Financial Overview

Budgets subject to saving: Highways Operation and Network Management as set out below

Savings to be achieved: As set out below

Controllable Base Budget:

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
40916	Highways Operations - Unity	R44401	Payments to Contractors	180	(80)		100
40910	Highways Network Management	R10000	Basic Pay	1,631	(96)		1,535
40350	Highways Operations	R40009	Operational Materials	752	(260)		492

Cost of delivery:

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
No costs expected			
TOTAL	0	0	0

Financial Management:

- **How will the value of the saving actually be achieved or forecast be measured and demonstrated as saved?** The forecast will be measured by regular Budget Monitoring and external grant award submissions.
- **What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen.** No impact is expected

- **Any key financial/operational controls required to assure/support the saving?** Regular Budget Monitoring

7. Communications/Engagement Plan

To discuss and address:

- Clear engagement and communication with residents and elected members on priority areas for maintenance
- Third party engagement – external funding pipeline with TfGM / GMCA

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Failure to secure external grants	Plan ahead and liaise with partners to ensure understanding of all opportunities Reprioritisation deployment to ensure limited funds are used for most needed works Monitor delivery and plan / recruit /interim support as necessary to ensure funding bids are submitted (capital and revenue)	Joanna Ward / Gordon Anderson / Nasir Dad

The risks will be identified and monitored as follows:

- Ongoing boroughwide inspection programme
- Timely response to resident or member complaints
- Clear communication about the new model
- Continue to monitor reported defects that meet the 'urgent criteria' and feed this back into the decision making process.
- Regular liaison and engagement with funding partners

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

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1

- Deliverability is green

Rationale for the rating given:

- Delivery of a new model based on proactive rather than reactive maintenance is deliverable.

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

- Set out above

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

- Set out above
-

10. Dependencies and Impacts

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

Internal dependencies:

N/A

External dependencies:

- **Grant award timelines:** alignment of grant awards by external partners to offset revenue savings needed and deploy work programme priorities utilising other funding sources after reprioritisation.

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

Internal impacts:

- *None anticipated*

External impacts:

- *None anticipated (other than grant funding listed above)*
- *Managing impact of Member and resident expectations / potential complaints uplift if comms don't land well on reprioritisation process*

Resident impacts:

None expected

11. Resource Requirements (non-finance related):

Resources:

- **Internal Staffing Resources:**
 - Transport Strategy support for bid writing and liaison with TfGM / GMCA for grant opportunities
- **Support required from other directorates/central services:**
 - Operational Management: Senior management time reviewing and reprioritising.
- **Support required from corporate transformation team:**

- Ask for new casework management / reporting mechanism / auto responses and timely updates for pothole reporting and highway maintenance requests to align with new model
 - **List any non-staffing resources required:**
 - None anticipated
-

12. Legal and Compliance Considerations:

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

Applicable Laws and Regulations:

- Traffic Signs Regulations and General Directions
- Various Highways regulations

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

- Focus on priority areas will ensure statutory compliance
-

13. Project Closure Criteria:

Completion Criteria:

- *How will you know when the saving has been delivered/completed successfully?*
 - Financial: The 2026/27 works programme is delivered within the new budget allocation and external grants are secured to offset revenue reduction
 - Operational: New model is rolled out and priority works implemented in a more timely manner.
 - Asset Management: more streamlined maintenance of the highway network
 - *Is there a clear end point when all implementation activity should be complete?*
 - N/A
 - *What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?*
 - N/A
-

14. Appendices:

None applicable

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director): Emma Barton, Deputy Chief Executive (Place)



Date: 20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Chris Goodwin (Cabinet Member for Transport and Highways)



- Date: 20/01/2026

PLC-BR26-032

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Housing Options – Savings and Mitigations

Communities

DATE COMPLETED: 02 January 2026

VERSION 2.3

1. Saving Proposal Title and Description

Project Title: Housing – Savings and Mitigations

Reference Number: PLC-BR26-032

Directorate: Communities

Service: Housing Options

Project Description:

The continuation of a focused series of measures to reduce council spend on temporary accommodation. In 2025/26 this has reduced spend by around £2 million. We envisage this ongoing work to deliver an additional £1million from the Housing Options budget, predominantly through reducing the cost of Temporary Accommodation (TA).

	2026/27
Proposed Budget Reduction (£000)	(1,000)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Neil Consterdine – Director of Communities

Delivery Lead: Victoria Wood (Head of Housing Needs) and Simon Shuttleworth (Service Manager – Strategic Housing Recovery)

Cabinet Portfolio Holder: Cllr Elaine Taylor

Finance Manager: John Hoskins

HR Business Partner: Natasha Needham

Other internal stakeholders: Legal, Estates, Finance, Comms

Key External Stakeholders: Housing partners and Registered Providers

3. Scope and Purpose

Project Scope: The ongoing plan to reduce spend on temporary accommodation (TA) describes a multi-faceted approach, involving a combination of measures aimed at reducing the number of households entering TA (prevention), improving our approach to helping people move out of TA (hence reducing the length of stay), and bringing online less costly options for both TA and move-on accommodation.

This plan contains three elements:

1. Improving supply of TA and move-on accommodation, and maximising affordability. This strand includes:

- Improving our ability to lease properties from both the social and private housing sectors.
 - Supporting acquisitions of properties for TA by the social and private housing sectors, via the Local Authority Housing Fund (LAHF).
 - Incorporation of additional social housing into planned new developments.
 - Repurposing Metropolitan Place to provide TA flats and a new base for the Housing Options service.
 - Supporting social housing providers to bring their long-term void properties back into use.
 - Developing a new approach around bringing empty properties in the private sector back into use.
 - More flexible use of the stock available to us through our PFI housing arrangements.
2. Adapting and strengthening our policies and partnerships, to ensure we are best placed to meet the current challenges, including by:
- Strengthening our governance, and maximising opportunities for collaboration, by reinstating the Strategic Housing Partnership and Housing Recovery Board.
 - Re-designing our Housing Allocations Policy, to allow us to make best use of available stock in order to address homelessness pressures, while also ensuring more equitable access to housing for those on the register.
 - Developing a new partnership approach to “right-sizing”, to allow for people to more easily move into homes which better suit their situation, including freeing up much-needed larger family homes.
 - Implementation of the “Fair Share” policy, allowing us to charge those residents in TA who can afford to make a contribution.
3. Investing in building capacity within the Housing Options Services, to allow us to bolster prevention and improve how we support people to move on from TA more quickly, by:
- Implementing a new structure, to ensure capacity is directed where needed in order to better support our residents, and to reduce numbers in TA.
 - Introducing a more robust approach to initial assessments and setting expectations, ensuring that TA is the last resort, and that all other avenues have been exhausted.
 - Developing and embedding a better approach to the use of the private rented sector, both from a preventative and move-on perspective, including use of flexible funds for incentives, bonds, etc.
 - Integrating the Housing Options Team into Place Based Working, to better connect with local partnerships and opportunities to support residents.
 - Taking a problem-solving approach to thematic cohorts, in order to ensure different vulnerabilities are addressed, and appropriate options identified for those in TA, or at risk of becoming homeless.

Key Considerations

1. **Nightly-paid TA costs:** The current nightly-paid TA framework is due for renewal from April 2026 and there has been no increase in cost over the last 3 years. We are therefore anticipating the new costs to be around 10% higher than currently and therefore reducing placements and supporting families to move into permanent accommodation continues to be a priority.
 2. **Housing Options Staffing costs:** The Housing Options service has benefitted from investment for additional prevention and move-on activity. Service restructure and implementation continues to ensure resident focus is embedded into all systems and processes and further posts will be held vacant and / or reviewed or restructured as needed to balance demands and community housing needs.
 3. **Reduction in housing benefit recovery:** Thanks to intensive work by the Housing Benefit Team, a significant amount of historic HB was recovered in 2025/26. This work will continue to support further recovery where possible.
 4. **Reduction in TA spend:** Current year-end projections are that the spend on TA for 25/26 will be £2.1 million less than in 24/25, therefore continued mitigation work and implementation of activities to support residents needs to continue.
-

4. Objectives and Deliverables

Objectives:

1. Achieve a £1million budget saving in 2026/27
2. Improve service standards and support for families and residents who need housing support
3. Embed resilience and self-reporting / monitoring into systems and processes to allow more timely updates, and reduce complaints / concerns.
4. Improve service culture through demand management and re-energised workforce who are resident focused and understand service demand management and efficient ways of working.

Deliverables:

1. Reduce number of households in TA:
 - a. In the first instance, the service has begun a drive to significantly reduce the number of households in TA on 1st April, in order to bring us as close as possible to starting the year on budget. As at 22/12/25, there were 537 households in TA. We will seek to accelerate reductions in the new year, through making extensive use of direct-matching. It should be noted that there may be some negative impacts

of operating in this way, including the potential for it to negatively impact relationships with our housing providers. However this will be required to fully mitigate costs and reduce spend in TA.

- b. Through 26/27, we will leverage the new staffing structure to prevent as many TA placements as possible, while also working more intensively to support people to move on from TA as quickly as possible.
2. Source alternative forms of TA and move-on accommodation, as part of TA Mitigations programme
 3. Make best use of existing and newly delivered stock, through the implementation of the new allocations policy, and approach to right-sizing.

5. Key Actions and Milestones

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	By 1 st Apr 2026	Reduce number of households in TA by as many as possible, to provide the best possible starting position for 2026/27	Vicky Wood
2	By 1 st Apr 2026	Agree and implement one-off contributions towards budget saving	Neil Consterdine / Vicky Wood
3	Ongoing	Delivery of TA mitigations plan	Vicky Wood / Simon Shuttleworth

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

6. Budget and Financial Overview

Savings to be achieved (as above): £1m from Housing budget.

- *One-off saving through re-profiling of grants monies*
- *Reduction in spend on temporary accommodation*

Cost of delivery: Potential cost of TA mitigations, variable by project. May be funded through grant funding (for example, use of GMCA leasing grant). To be identified as each scheme comes forward, with a clear indication of the saving that will be achieved in return.

Key assumptions in calculating the saving: N/A

Financial Management:

- How will the value of the saving actually achieved or forecast be measured and demonstrated as saved?
 - Number of households in TA
 - Average unit cost of TA
 - Average length of stay in TA
 - Monthly TA spend
 - Projected year-end spend
 - What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen. *N/A*
 - Any key financial/operational controls required to assure/support the saving? *N/A*
-

7. Communications/Engagement Plan

- Potential for engagement if / when policy changes are needed, however no consultation needed for TA mitigation works and projects
-

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Unit cost of Nightly Paid TA increases (Guaranteed, due to new framework coming into place April 2026)	Reduction in numbers in TA, and sourcing of alternative accommodation options, as per TA mitigation plan.	Simon Shuttleworth/Victoria Wood
2	Lack of capacity in internal support services to support delivery of mitigations (Legal, Estates, Finance, etc)	To be managed through the Housing Recovery Board	Finance /HR/Legal
3	Support with the use of the HRA	To be managed through the Housing Recovery Board	Finance

The risks will be identified and monitored as follows:

- To be managed through the Housing Recovery Board – prevention mitigations and cost reductions all managed through the Board

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 5/6 deliverability is challenging due to potential for unforeseen TA demand and we will never see residents without housing accommodation, plus there is time for procurement / construction works to be delivered

RAG rating (1-3 green, 4-6 amber, 7+ red): Amber

Rationale for the rating given:

- Reduction in spend c£2m in 25/26, therefore with continued support and dedicated prioritisation of TA mitigation measures, additional saving of £1million is the target to achieve
- Challenge is potential for unforeseen demands as there is a commitment to never see a resident without housing accommodation and to minimise rough sleeping on Oldham's streets
- Risk of potential delays to delivery and implementation of the mitigation proposals through procurement and / or construction.

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

- Delivery at pace of the TA mitigations plan will support reductions in TA spend, but may still not be sufficient to meet the expected saving.

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

- Potential mismatch between available housing and demand, and the anticipated increase in TA costs, will all add to the challenge. However, there are a number of levers at our disposal, the service is now better resourced than at any point in the past, and we are determined to do everything we can in order to bear down on costs.

10. Dependencies and Impacts

Internal dependencies:

- Capacity in support services such as Legal, Estates and Finance, in order to progress TA mitigations. To be managed as best as possible through the Housing Recovery Board, but this is a potential risk.

External dependencies:

- Demand factors beyond our control – minimal options to manage this, but impact can be evidenced through tracking of presentations / placements, and overseen by the Housing Recovery Board.
- Response to current nightly-paid TA exercise. This is anticipated to see a 10% increase in the cost of nightly-paid TA. To be managed through the Housing Recovery Board, and the TA mitigations plan.

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

Internal impacts:

- N/A

External impacts:

- Potential additional grant funding may ease the issue

Resident impacts:

- Positive impact by reducing numbers of households in TA
- Potential negative impact on other residents on the housing register, if a greater proportion of housing matches are used for those in TA. Wait times on the list are already high, and it is hoped that any intervention here will be short-term, in order to reduce numbers in TA.

11. Resource Requirements (non-finance related):

Resources:

- Ongoing support in the delivery of mitigations, via the Housing Recovery Board, and including internal service areas such as:
 - HR – culture and structure
 - Transformation support – systems, processes
 - Legal
 - Estates
 - Finance
-

12. Legal and Compliance Considerations:

Is this proposal STATUTORY DUTY

Applicable Laws and Regulations:

- Homelessness Reduction Act 2017

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

- All approaches will ensure that we remain compliant with legislation. We will continue to accommodate homeless households where necessary, but will take a more robust approach to prevention, move-on, and the use of our matching system, in doing so.
-

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully? *Year-end 2026/27*
 - Is there a clear end point when all implementation activity should be complete? *The bulk of this activity is ongoing, as it forms our wider plan around reduction and mitigation of the use of TA*
 - What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways? *While the situation in relation to TA will always be subject to wider demand factors, the more we are able to drive numbers in TA down, the more this frees up capacity to deliver further prevention activity.*
-

14. Appendices:

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

1. N/A

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director): Emma Barton, Deputy Chief Executive (Place)



Date: 20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Elaine Taylor (Statutory Deputy Leader and Cabinet Member for Neighbourhoods)



- Date: 20/01/2026

PLC-BR26-040

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Waste, Greenspace and Cleansing Re-Prioritisation

PLACE DIRECTORATE

DATE COMPLETED: 02 January 2026

VERSION 2.2

1. Saving Proposal Title and Description

Project Title: Waste, Greenspace and Cleansing Re-Prioritisation

Reference Number: PLC-BR26-040

Directorate: Environment

Service: Various

Project Description:

This project will review how the waste and cleansing service work together now they are under one service area and prioritising the most in demand elements of the service needed by local communities (waste collection, fly tipping, and bulky waste collection). It will also reflect the shift to in-house provision of Bulky Waste Collections and the transfer of those staff into the council.

Summary of proposals:

- New delivery model for bulky waste collections and fly-tipping clearance bringing together waste, street cleaning and bulky waste collection into a single service.
- Multi-skill the workforce across cleansing and waste to reduce dependency on agency staff and embed natural flexibility for seasonal variations and work programme demands.
- Bring together Arboriculture and Grounds Maintenance teams into a single service to cross skill and coordinate resource planning.
- Maximising use of grant funding / external funding in the delivery of the services above.

	2026/27
Proposed Budget Reduction (£000)	(350)
Workforce Impact (FTE)	0

This proposal would not impact on staffing numbers or capacity within these services (outside of the proposed transfer of bulky waste staff into the organisation).

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Nasir Dad, Director of Environment

Delivery Lead: Darren McGrattan, AD – Waste, Cleansing & Greenspace

Cabinet Portfolio Holder: Cllr Elaine Taylor, Portfolio Holder, Neighbourhoods

Finance Manager: John Hoskins

HR Business Partner: Julie Lynch

Other internal stakeholders:

- Waste and frontline staff
- Elected Members
- Contact Centre
- IT

- Customer Services/complaints team
- Communications team
- Council Tax
- Legal Services
- Performance Team

Key External Stakeholders:

- FRC Group – Current Bulky Waste Collection Service Provider
- Oldham Residents
- GMCA
- SUEZ (household recycling organisation)

3. Scope and Purpose

Project Scope: Services across the Waste, Greenspace and Cleansing services are in high demand on a daily basis, and these proposals aim to re-prioritise resources and areas of the services needed by local communities. The service has recognised that improvements in working arrangements could improve timeliness of responses and delivery through different models of deployment and efficiencies.

Fly-tipped waste is, by definition, waste that is not disposed of properly, and therefore, when from households, is waste not collected by the regular kerbside bin collection service. Similarly, the bulky waste collection service is for waste that cannot go in a regular bin; the new service will remove the waste irrespective of the source.

The new service will collect this like waste, on an area-based schedule, in a structured manner, using old Refuse Collection Vehicles (RCV's) that will be modified for this purpose (have their automatic bin lifters removed), which will also permit the possibility of using a loading shovel to assist with feeding waste in. RCV's will be re-purposed to this role once they reached, or close to reaching, the end of their useful life as a frontline bin collection vehicle. Due to RCV's being fitted with a compaction loading system, suitable waste is just placed in the back of the truck at waste height.

The working methodology would be to complete the scheduled bulky collections on the relevant scheduled day, along with any appropriate notified fly-tipping incidents. Given the end of the current Bulky Waste Contract, this proposal will also be subject to TUPE discussions with the current providers and this could impact introduction timelines.

Proposals:

- 1) New delivery model for bulky waste collections and fly-tipping clearance; and
- 2) Multi-skill the workforce across cleansing and waste to reduce dependency on agency, and embed natural flexibility for seasonal variations and work programme demands.
- 3) Bring together Arboriculture and Grounds Maintenance teams into a single service to cross skill and coordinate resource planning.

The removal of fly-tipping has become increasingly challenging for the service over recent years due to a number of factors, including but not limited to:

- Service demand in terms of;
 - Frequency of clearances required at the same locations
 - Amount of waste needing to be cleared
 - Array of wastes that need to be cleared
 - Response time delays
- Poor bulky waste collection service increasing fly-tipping and resulting in the need to perform collections that have not been made by the contracted provider
- Service delivery costs escalating due to essential requirement to use agency staff to cover shifts for leave / sickness
- No capacity to clear alleys systematically
- Inability to clear waste 'while present' due to the disconnect with enforcement, when coupled with the issues of three waste streams, leading to a low productivity job, by job approach.
- Persistent Organic Pollutants (POP's) legislation requiring Waste Upholstered Domestic Seating (WUDS's) to be collected separately
 - Creating in effect now 3 separate waste streams
- Health & Safety Implications caused by the need to separate wastes at the tip
- High tare weight of vehicles, increasing the risk of overloads and reducing productivity due to the need to tip off too frequently
- Driver licensing requirements reducing the pool of drivers available and increasing service delivery pressures

Bring together Arboriculture and Grounds Maintenance teams into a single service to cross skill and coordinate resource planning. This will include a review and reprioritisation of current grounds maintenance rounds and routes, prioritising and coordinating staff resource around parks, highways verges on major routes and green open spaces most used by our communities while retaining appropriate maintenance of other areas. This would not deliver any reduction in capacity for these services.

4. Objectives and Deliverables

Objectives:

1. Provide a new integrated bulk waste collection service, for non-reuseable, or recoverable waste across Oldham when requested from premises, or abandoned on public land, that the authority has a duty to remove
2. To do so as a new integrated service unit
3. Implement the reprioritised maintenance programme for grounds maintenance, ensuring resources are ringfenced for urgent repairs and much loved community spaces.

Deliverables:

1. New Bulky waste collection service to all properties in Oldham for difficult and oversize items that are beyond re-use, or donation and of a household type nature.
2. A fly-tipped waste removal service for land that the Council has a duty to clear that will be completed on an area based scheduled approach.
3. Introduce a revised Bulky Waste Collection charging structure (£10 per bulky item collected) to maximise the accessibility of the service to all residents who have an item, or a number of items.
4. Communications plan – social media posts, etc. with FAQ and guidance materials
5. Monitoring and reporting dashboard to monitor performance and demands of new service model
6. Revised maintenance schedules implemented including new mobile teams deployed and reprioritisation process embedded.

5. Key Actions and Milestones

Overarching timeline :

Item	Date	Delivery Milestone / Action	Delivery Owner
1	December 25	Initial discussion for understanding on the applicability of TUPE for Bulky Waste Service	D McG
2	Dec 25 – Jan 26	Reprioritisation based on demand and community usage and performance data	ND / D McG
3	January 26	Initial draft of Service Structure, Job Descriptions and person Specifications Staff consultation on multi-skilling workforce	BP D McG
4	January 26	Initial draft vehicle and equipment plan linked to reprioritisation process	BP
5	January 26	Formal negotiations with Bulky Collection Contractor	BP/ DP
6	February 26	Workforce Briefing / Policy / FAQs approval	BP/ DP
	February 26	'Retire' the 12-year-old RCV from regular bin collections so it can be modified	BP

Item	Date	Delivery Milestone / Action	Delivery Owner
7	February 26	Develop working methodology, delivery plans and Risk Assessments	BP
8	February 26	Develop web page linking to Bartec/Collective system	IT
9	March 26	Permit system finalised and Communications Plan prepared (with testing as needed)	BWR Comms
10	April 26	Introduce the revised bulky waste collection pricing structure	BP
11	May 26	Deliver new service training and practice service delivery	BP
12	June 26	Planned new service go live	BP
13	July 26	Initial service deployment progress review	BP

6. Budget and Financial Overview

Budgets subject to saving:

- Waste & Street Cleaning
- Grounds maintenance
- Arboriculture

Cost of delivery:

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
No costs expected			
TOTAL	0	0	0

Key assumptions in calculating the saving:

- "Public Safety Critical" maintenance will remain top priority;
- Reprioritisation as set out earlier is deployed in timely manner to ensure seasonal variations are managed and best utilised as part of the implementation process
- Reprioritisation will create savings within the budget line and public expectations / service delivery standards are maintained without major impacts.
- Other works will be delivered if funds are available / secured from external sources (as now).

Financial Management:

- **How will the value of the saving actually be achieved or forecast be measured and demonstrated as saved?** The forecast will be measured by regular Budget Monitoring and external grant award submissions.

- **What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen.** No impact is expected
- **Any key financial/operational controls required to assure/support the saving?** Regular Budget Monitoring

7. Communications/Engagement Plan

To discuss and address:

- **Staff consultation;** Formal consultation required on multi-skilling opportunities and reprioritisation of service delivery areas (which will mean a change for some staff from static to mobile service delivery).
- **Public consultation;** Communication campaign for bulky waste changes, especially single item requests at reduced fees. Communication campaign with residents and other stakeholders to manage expectations regarding updated maintenance routes and times.

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	EPR Funding Reduced	None	Director / Finance
2	Increased disposal costs from waste recycling centres	None	Director / Finance
3	Staff disengagement through consultation	Clear communications, FAQs and reassurance through TU early engagement and awareness	Director / ADs

The risks will be identified and monitored as follows:

- This proposal is subject to significant risk which is that it is perceived that TUPE would apply for the bulky waste service with the resultant associated costs which would mean that the savings projected would not be realised. This is being worked through with legal services and HR.
- Reprioritisation assessment and monitoring, and engagement with residents and elected members on non-priority areas to minimise impact of changes

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

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 4

- The operational plan is clear (reprioritisation), but financial deliverability is high risk due to uncertainty of demands from communities and members

RAG rating (1-3 green, 4-6 amber, 7+ red): 3-4

Rationale for the rating given:

- Project is deliverable but the main challenge will be TUPE discussions with the current provider. Depending on how these progress, there could be a delay between ending of the current bulky waste provision and the start of the Council collection service.

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

- Early engagement through legal and HR support with the current provider to discuss TUPE arrangements
- Regular monitoring and engagement with communities and elected members

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

- **Operational Robustness vs. Financial Cost:** The operational plan itself and reprioritisation is fully deliverable and logically sound based on current demand data and reports from members of the public.
 - However, seasonal variations and demand management from communities is an uncertainty which needs careful management and monitoring.
-

10. Dependencies and Impacts

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

Internal dependencies:

- **Alignment with Fleet Review:** A separate review of fleet/vehicles is currently underway. It is critical that vehicle reductions align with the loss of Grade 3 Drivers to ensure we are not paying for vehicles we no longer have staff to operate
- **HR Capacity:** to support restructure and consultation processes for multi-skilling teams
- **IT / Transformational support** - service delivery and new bulky waste service

External dependencies:

- **Grant award timelines:** alignment of grant awards by external partners to offset revenue savings needed and deploy work programme priorities utilising other funding sources after reprioritisation.
- **Trade Union Cooperation:** The timeline relies on constructive engagement with Unions regarding multi-skilling aspects of the proposals

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

Internal impacts:

- *None anticipated*

External impacts:

- *Potential for recycling costs to be impacted as more waste is removed from fly-tipping collections. Needs monitoring*
- *Managing impact of Member and resident expectations / potential complaints*

Resident impacts:

- *Change of maintenance routes and timings as well as potential changes in specific staff in specific areas could cause concern among residents*
 - *Careful management and monitoring of reports, concerns and complaints*
-

11. Resource Requirements (non-finance related):

Resources:

- **Internal Staffing Resources:**
 - HR Business Partnering: Dedicated support is required for consultation process
 - Operational Management: Senior management time will be heavily diverted to reprioritisation processes
 - **Support required from other directorates/central services:**
 - Communications: A targeted campaign is needed for new bulky waste service
 - Communications for fly-tipping / cleansing reports
 - Transformation / IT support for new systems and processes to ensure timely responses and actions
 - **List any non-staffing resources required:**
 - Engagement and liaison with GMCA and Suez re: bulky waste changes and more proactive responses to fly-tipping
-

12. Legal and Compliance Considerations:

Is this proposal STATUTORY DUTY / MANDATORY

- **Discretionary (Service Level):** Grass cutting and provision of floral displays are discretionary.
- **Statutory (Safety):** The Council retains a statutory duty under the Occupiers' Liability Act to ensure land is "Safe."

Applicable Laws and Regulations:

- Employment Rights Act 1996: Governance of the redundancy process and consultation requirements (Section 188 notice).

- The Environmental Protection Act 1990 and The Waste (England and Wales) Regulations 2011

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

- Consultation: A consultation with Trade Unions (GMB/Unison) will be conducted to satisfy employment law requirements.
- Safety Audits: sites will continue to receive monthly safety inspections (specifically regarding play equipment) to ensure the Council discharges its statutory liability for safety

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?
 1. Financial: 2026/27 budget is managed and service delivery model is rolled out effectively
 2. Reprioritised maintenance schedules are active and being followed by the multiskilled workforce.

- Is there a clear end point when all implementation activity should be complete?

Yes: May 2027. Training completed / workforce redeployed / full year of seasonal variances reviewed and monitored to determine any unforeseen impacts in service delivery and prioritisation assumptions ready for the following year.

- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
 1. Public Expectation Management: Persistent communication about bulky waste service / enforcement on fly-tipping with proactive team response to reports and inspections, and reprioritisation reviewed and updated as needed.
 2. Complaints review and monitoring linked to reprioritisation process and some potential aesthetical issues for non-priority areas.

14. Appendices:

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

None applicable

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director): Emma Barton, Deputy Chief Executive (Place)



Date: 20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Elaine Taylor (Statutory Deputy Leader and Cabinet Member for Neighbourhoods)



- Date: 20/01/2026