

Appendix 3
Deferred Tranche 1 Budget Reduction Proposals

Budget Saving Pro-forma 2016/17 and 2017/18

Section 1

Reference:	E002
Portfolio	Health and Wellbeing
Directorate:	Health and Wellbeing Directorate
Division:	Safeguarding
Responsible Officer and role:	Kim Scragg, Director of Safeguarding
Cabinet Member and Cluster :	Cllr J Harrison, Social Care and Safeguarding

Title:	Improved Value for Money within Oldham's Residential and Supported Accommodation Offer for Looked After Children and Care Leavers
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£23,185k
	Income	(£1,381k)
	Net Expenditure	£21,804k
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	218 Safeguarding Division

	2016/17 £k	2017/18 £k
Proposed Financial saving:	234	0
Proposed reduction in FTE's	0	0

Section 3

<u>Background:</u> <i>Brief description of the proposal ie: what will be different, how will changes be implemented, timescale for implementation</i>	<p>As part of the wider children's services review, we need to maximize the capacity of in-house and commissioned residential provision across the Borough. We also need to increase their potential to deal with some of the more challenging/complex young people who are currently placed within external placements. A review of the current occupancy levels across the whole residential offer is currently being undertaken.</p> <p>We have 4 residential homes across Oldham – 2 are operated via an in-house model and 2 are commissioned externally from</p>
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	<p>Cambian Care (formerly Advanced Childcare). Evidence over the last 12 months suggests significant underuse of capacity with several beds being vacant over the period.</p> <p>Until recently the Council had a third in house residential home Tylon House which was recently decommissioned as a home to reopen as an Adolescent Support Unit offering outreach and respite support. We were able to effect this change due to the long standing capacity within our residential provision.</p> <p>By expanding our fostering offer and opening the Adolescent Support Unit we expect demand for residential care to decrease and this may allow us to close /decommission another home leaving us with three within the Borough. The savings associated with this are detailed in the other related template. We feel however that additional savings may be achieved within the remaining provision as detailed below.</p>
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>There are four areas where we feel we can potentially realise savings.</p> <p>1. The current annual contract price with Cambian Childcare is for £1,224,000 and is due to end in November 2017. There is an option to extend for up to five years following this date. One option would be to negotiate a better annual price for the remainder of the contract term.</p> <p>Occupancy figures suggest that during 2014/15 there were £93,531 costs associated with vacant beds within these two commissioned homes (it should be noted that some beds are deliberately held vacant for the welfare of the current occupants) and there are sometimes vacancies for short periods of time rather than prolonged inefficient ways of working.</p> <p>2. Costs for our block contracted placements are lower than those for our in-house provision for equivalent levels of quality.</p> <p>Evidence suggests that if we commissioned an additional 5 beds with Cambian Childcare or another provider at the lower, commissioned cost, there would be savings of approx. £140,000 per year against the in-house model.</p> <p>One implication of this is that the Council would no longer have any in house residential provision remaining.</p> <p>3. We are also currently exploring the option of 'selling' additional capacity to neighbouring authorities as part of the collaborative work being undertaken with Rochdale and Bury.</p>
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	<p>4. The Council also provides residential and supported accommodation for care leavers and vulnerable 16/17 year olds as part of a wider care and support offer. We intend to improve the availability, range and value for money of this provision and are currently working with Rochdale and Bury to explore ways of collaboration in this regard.</p> <p>We believe that these options will allow us to deliver approximately £234,000 savings over and above those originally offered.</p>
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<p><u>Further Financial Implications & Considerations</u></p> <p><i>ie Capital implications or invest to save, pump priming etc , variations to budget</i></p>	<p>If the Council was to externally commission any more of its children's homes there would need to be a decision about the current assets.</p>
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Economic Impact Summary	
Total net FTE job losses (gains): <i>(including Council, Unity partnership, 3rd sector, other partners, private sector)</i>	There are a number of jobs currently within in house provision would potentially transfer to an alternative provider.
Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i>	Difficult to quantify at this stage due to range of options being explored. The main implication is that we could potentially pay Cambian Childcare approximately £100k less per annum.
Type of impact on partners	There may be a reduction of current contract prices to be weighed alongside potential additional external purchasing

Section 4

<u>Key Milestones</u>	
Milestone	Timescale
Review and options appraisal	September 2015
Negotiation of contract price with commissioned provider	October 2015
Determination of delivery arrangements from April 2016	December 2015
Mandatory – Completion of EIA & Consultation within PVFM timeline	October 2015

Key Risks and Mitigations	
Risk	Mitigating Factor
Change of home for service users	Carefully planned transition plan.
Possible lack of interest for external providers initially (5 beds) potential to re-commission all external provision (25 beds)	We would make sure that the procurement package is sufficiently robust to ensure providers are attracted.
TUPE of existing staff to a new provider and the costs involved	We will use existing systems and processes to ensure sufficient consultation and time is allowed.

Section 5

What impact might the proposal have on the following?

Property Implications *ie closures, maintenance costs, transfer of Assets, property savings, etc*

The review of the current accommodation for LAC post 16 may have an impact on another residential home. Work is ongoing to review occupancy rates of all property within the portfolio to cost this option out. The option to increase the number of commissioned homes from an external provider will also need to be explored to see if this is a more efficient way of providing accommodation.

If it is agreed to commission additional places, this will have an impact on the remaining 2 in-house properties and what happens to them.

The success of the Adolescent Support Unit (ASU) could also have an impact on this budget proposal and needs to be considered as part of the wider review.

Service Delivery and future expected outcomes:

As a commissioned service, there is an existing monitoring process around the quality of provision and service, which could be financially linked (penalties) going forward. There is also a process of quarterly monitoring with the provider to ensure young people are achieving their required outcomes.

Ofsted currently rates the externally commissioned provider of the 2 homes in Oldham as Good.

Organisation (other services)

If the ASU is not successful then there could still be an increased number of young people entering the care system which might create additional demand on the residential offer. This needs to be factored in to the wider residential review.

Service Users

If the accommodation for LAC in residential homes is looked at and changes are made, there is likely to be significant impact and disruption to those young people resident within the home. This will need careful and timely consideration to ensure a smooth and planned move to alternative provision.

Partner Organisations (Public & Private) inc Third Sector (Voluntary, Faith & Third Party Organisations)

A provider partner organisation currently delivers residential care within two properties in Oldham. As part of the wider accommodation review, this is to be looked at and changes are likely. This could create an increase in demand for commissioned services and increased commercial opportunity.

Section 6

Supplementary Information

There will be an options appraisal for the residential accommodation review.

There will be a review of current occupancy levels across the whole residential offer.

The ASU is also being reviewed as part of its twelve month pilot and will ultimately inform the residential review as well.

Section 7

Consultation Information –

This should include as a minimum the following:

- *What has been consulted on so far? With whom and when?*
- *Further consultation required?*
- *Date consultation to be started and concluded*

NB – All public consultations must be completed prior to approval by Cabinet/Council.

Trade Union Consultation	28 th July 2015
Staff Consultation	Staff engagement commenced 30 th July 2015 S188 issue 1 st September 2015
Public Consultation	Commenced 3 rd August 2015
Service User Consultation	Between 3 rd August 2015 and 30 th September 2015 to take place September/October 2015
Any other consultation	3 rd August and 30 th September 2015

Section 8

Equality Impact Screening

Is there **potential** for the proposed saving to have a disproportionate adverse impact on any of the following groups:

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

If by answering yes to any of the question the screening has identified a potential disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

This assessment form and the guidance for its completion can be found at:

http://intranet.oldham.gov.uk/downloads/file/124/equality_impact_assessment_toolkit

EIA required:	Yes
EIA to be completed by:	Ed Francis
By:	15 October 2015.

Section 9

Responsible Officer:	Maggie Kufeldt, Executive Director, Health and Wellbeing
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Support Officer Contact:	Claire Hill
Support Officer Ext:	0161 770 3125

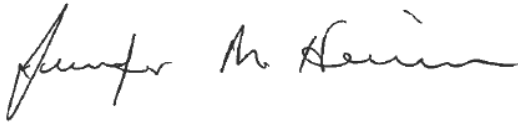
Cabinet Member Comments and/or approval
Approved

Please return completed form to: financialplanning@oldham.gov.uk

Submitted to Finance:	29 June 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr J Harrison
Signed:	
Date:	29 June 2015

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	

Equality Impact Assessment

E002 Improved Value for Money within Oldham's Residential and Supported Accommodation Offer for Looked After Children and Care Leavers

Stage 1: Initial screening

Lead Officer:	Ed Francis
People involved in completing EIA:	Ed Francis Clare Bamforth
Is this the first time that this project, policy or proposal has had an EIA carried out on it? If no, please state date of original and append to this document for information.	No Date of original EIA: November 2014 as part of budget template CO45 - Children's Services Redesign

General Information

1a	Which service does this project, policy, or proposal relate to?	This proposal relates to the range of residential and supported accommodation for Looked After Children and care leavers. The proposal is contained in Budget Template E002 with an additional identified saving of £234k in 2016/17 to that contained in template CO45 from the 2015/16 budget setting process.
1b	What is the project, policy or proposal?	As part of a wider children's services review, we need to maximise the capacity of in-house and commissioned residential provision across the Borough.
1c	What are the main aims of the project, policy or proposal?	There are 4 areas linked to this proposal: 1. Review the current annual contract price with Cambian Childcare and try to negotiate a more advantageous price for the remainder of the contract (November 2017) 2. Assess and review the quality and cost of our internal provision with the possibility of commissioning this provision from another provider at a lower cost. 3. Review the current residential and supported accommodation offer to care leavers and vulnerable 16/17 year olds as part of the wider

		<p>care and support offer.</p> <p>4. Collaborative working with Rochdale and Bury could provide opportunity to 'sell' current and future capacity within the residential offer or enter into joint commissioning arrangements for shared benefit.</p>
1d	<p>Who, potentially, could this project, policy or proposal have a detrimental effect on, or benefit, and how?</p>	<p>The affected individuals/groups would be Looked After Children and Care Leavers.</p> <p>We have 4 residential homes across Oldham – 2 are operated via an in-house model and 2 are commissioned externally from Cambian Care. Evidence over the last 12 months suggests significant underuse of capacity with several beds being vacant over the period.</p> <p>Until recently the Council had a third in house residential home Tylon House which we were able to adapt for use as an Adolescent Support Unit offering outreach and respite support.</p> <p>We were able to effect this change due to the long standing capacity within our residential provision.</p> <p>The Council also directly provides 2 semi independence units for care leavers which are staffed 24 hours.</p> <p>By expanding our fostering offer and opening the Adolescent Support Unit we expect demand for residential care to decrease and this may allow us to close /decommission another home leaving us with three within the Borough. The savings associated with this are the subject of another related template E003. We feel however that additional savings may be achieved within the remaining provision by the actions detailed above.</p> <p>This proposal could potentially affect current service users (Looked After Children and Care Leavers). If the accommodation offer is changed, it is possible that there is some disruption to those young people resident within the homes at the time. This will need careful and timely consideration to ensure a smooth and planned move to alternative provision.</p> <p>There is however the possibility within this proposal that the Council retains its direct control of the properties from which the service is provided and</p>


		<p>purchases in care and support from an alternative provider. This would be less disruptive but would be subject to an EIA in its own right.</p> <p>In the event of any change of provider organisation it is likely that TUPE considerations would apply.</p> <p>There is also potential benefit to care leavers in that the recent Ofsted inspection highlighted the care leavers were reporting a wish for more choice and options than those currently available. A recent change of legislation around 'staying put' should lead to more care leavers opting to stay with their foster carers beyond their 18th birthdays and the discharge of their care orders. Identification of future options would take these factors into account.</p> <p>There are also potential financial implications for the current provider of block contracted accommodation (2 Children's Homes).</p> <p>Any specific decisions relating to changes in accommodation for particular groups of young people will be subject to an EIA in their own right.</p>
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1e. Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
Current young people within the residential homes across Oldham		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Care Leavers		X		

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

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1h	How have you come to this decision?	By reviewing these services we hope to improve the cost effectiveness of service provision without compromising on quality and outcomes. This proposal does not seek to reduce the sufficiency

		<p>of Oldham's overall offer to young people although it might have implications for individual settings.</p> <p>We are statutorily required to undertake a 'sufficiency' assessment and maintain 'sufficiency' of provision so any decisions we make will be in this context. What is unknown is the potential demand on services going forward and it is therefore important that we retain some flexibility in the accommodation offer in order to ensure sufficient provision.</p> <p>Most provision is Ofsted registered and therefore there is an external assurance system around current provision and potential alternatives. Currently both homes provided under block contract have an Ofsted rating of 'Good'.</p>
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Stage 5: Signature	
Lead Officer:	Date:
Ed Francis	7th December 2015
Approver signature:	Date: 7th December 2015
	
EIA review date:	
End September 2016	

Budget Saving Pro-forma 2016/17 and 2017/18

Section 1

Reference:	E003
Portfolio	Health and Wellbeing
Directorate:	Health and Wellbeing Directorate
Division:	Safeguarding
Responsible Officer and role:	Kim Scragg, Director of Safeguarding
Cabinet Member and Cluster :	Cllr J Harrison, Social Care and Safeguarding

Title:	Looked After Children - Demand Management and Reduction (Therapeutic Fostering and the Adolescent Support Unit)
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£23,185k
	Income	(£1,381k)
	Net Expenditure	£21,804k
Total posts numbers in section: <i>(By Division):</i>	FTE	218

	2016/17	2017/18
Proposed Financial saving:	1,254	0
Proposed reduction in FTE's	12	0

Section 3

<p><u>Background:</u></p> <p><i>Brief description of the proposal ie: what will be different, how will changes be implemented, timescale for implementation</i></p>	<p>These options relate to the Council's statutory duties to protect and safeguard children and young people including looking after those for whom the Council assumes parental responsibility (LAC), however the Council is fully committed to protecting the most vulnerable; it is more about doing things differently and more efficiently.</p> <p>This proposal covers the development of the Therapeutic Fostering service and the Adolescent Support Unit. Organisationally, these services sit within Safeguarding.</p> <p>There are two main proposals designed to offer up a total of £1,254k in 2016/17.</p>
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	<p>Within the context of rising demand including increasing Looked After Children numbers we aim to deliver efficiencies across the range of spend areas by:</p> <ul style="list-style-type: none"> • Diverting and delaying children and young people into/out of the social care system, • Reducing the cost of children and young people being supported by the social care system and reducing the cost of the system itself. We aim to do this by improving the foster care offer.
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>1. Adolescent Support Unit</p> <p>As part of the wider review of Oldham’s Children’s Services, the residential offer to Looked After Children is being reviewed with a view to re-designing the current offer.</p> <p>The vision for Oldham’s Children’s Services is to develop wider placement choice for Looked After Children within the Borough of Oldham and to develop further our ‘edge of care’ offer to prevent children coming into care, namely through creating an Adolescent Support Unit (ASU).</p> <p>The development of the ASU is a 12 month pilot as part of the wider service review to establish demand and need for a preventative model.</p> <p>As part of the review it has been agreed that one of the existing residential children’s homes (Tylon House) which was reporting under capacity occupancy figures, will operate as an ASU, offering respite and family support.</p> <p>The principle function of the ASU is to provide a quality service consisting of out-reach, in-reach, family sessions and short break residential care at weekend. The unit has 3 short term respite beds and 1 crisis bed. The respite is offered on Friday, Saturday and Sunday night.</p> <p>The unit offers planned respite placements to young people aged 11-17 years old who are considered at risk of long-term placement in care.</p> <p>The ASU aims to offer and provide whole family support to families with complex needs, where the child is at risk of being taken into care or where a child in need plan is in place.</p> <p>Savings through the development of the ASU model will be found through reduction in costs incurred in operating the unit as well as reducing the cost of care placements.</p>
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	<p>It is anticipated that 20 young people who, without the intervention of the ASU would be in care, will be worked with. An estimated success rate of 75% means 15 young people will be diverted from care admission. This will create capacity in the system and reduce costs against the residential and foster care placements.</p> <p>2 An improved Foster Care Offer</p> <p>In the budget template C045 – Children’s Services Redesign, January 2015, we outlined plans to reduce placement costs by recruiting a number of ‘specialist’ foster carers in a direct attempt to reduce the number of residential beds we need whether these are within our own children’s homes or external provision.</p> <p>This proposal has been further developed, and there are currently 4 new foster carers going through the recruitment and assessment process and 10 young people currently within the care system who have been identified as having the potential to benefit from the scheme. Work is underway with the children’s social workers to discuss suitability and need of the identified children.</p> <p>Two specialist Social Workers have been recruited to support the delivery of this model.</p> <p>This forms part of Oldham’s developing ‘step down’ model of foster care which aims to reduce overall costs and also to ensure children are in the most appropriate care placement for their needs.</p> <p>In a similar vein to our intentions around foster care, we need to look at the wider support offer including education, and therapeutic intervention.</p> <p>The development of the Therapeutic Fostering model of delivery is on track to deliver 8 placements by the end of March 2016. Further recruitment is planned later this year to recruit the remaining 6 foster carers required to meet the forecast savings. Whilst there are given variables within this model, it is on track to meet all savings allocated against it.</p>
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<p><u>Further Financial Implications & Considerations</u></p> <p><i>ie Capital implications or invest to save, pump priming etc , variations to budget</i></p>	<p>There is a possibility of moving premises to a cheaper accommodation option for the ASU. There may be costs associated with this in terms of coming out of the property lease early – indications are that these costs would be met centrally rather than from the ASU budget.</p> <p>The outcome of the wider review of children’s residential provision in the Borough may also have an impact on the demand and the overall success of the ASU.</p>
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Economic Impact Summary	
Total net FTE job losses (gains): <i>(including Council, Unity partnership, 3rd sector, other partners, private sector)</i>	Dependent on whether the ASU is successful there could be risk of job losses for between 9 and 15 residential/outreach staff.
Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i>	Difficult to quantify at this stage whether the financial savings will be achieved from in house or externally procured provision. There could potentially be an impact on external residential care providers and Independent Foster Care Agencies in that we reduce our spend.
Type of impact on partners	Negative

Section 4

<u>Key Milestones</u>	
Milestone	Timescale
Review of the ASU at 6 months	September 2015
Review of therapeutic fostering service	September 2015 and March 2016

<u>Key Risks and Mitigations</u>	
Risk	Mitigating Factor
If sufficient therapeutic foster carers are not recruited, trained and operational in time, and are not delivering services to the right young people, the savings will not be generated and the out of borough placements will not be brought back in-house.	Current interest in the scheme is higher than required, however, it is recognised that some carers will drop out during the process and not progress to become therapeutic foster carers.
If the therapeutic fostering is not effective, there is a potential risk to the 9 newly recruited carers who would not be delivering as intended and who are on an advanced payment package.	There may be an option to convert the specialist foster carers to mainstream provision.
If the ASU does not work, there is potential for an increase of young people into care placements.	The project board will monitor progress against this to ensure that the young people referred to the ASU are most appropriate for this support and ensure the review and evaluation of the ASU is under taken.
If the ASU is not delivering as per its statement of purpose, it is difficult to evaluate success of the unit as it becomes an additional EDT/residential resource.	This is highlighted in the ASU project risk log and has been reported to the ASU project board.
Both models within this template are based on an average cost based model and are	Both initiatives relate to the Placement Budget which is demand led and

dependent on services being delivering to the agreed numbers specified.	subject to other factors. Variations from anticipated cost benefits (over or underachievement) will be managed within the overarching budgetary management process.
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Section 5

What impact might the proposal have on the following?

Property Implications *ie closures, maintenance costs, transfer of Assets, property savings, etc*

ASU – options are currently being explored in terms of the current property for the ASU, Tylon House. The lease for this is very costly, and options to re-locate are being reviewed to see if this can offer any further savings against the rental charge. However, for any potential properties, there would need to be some refurbishment costs considered – circa £50,000.

Also, considering that the ASU is a 12 month pilot, the success of this has to be weighed up against the cost of re-locating premises.

There may be costs of ending the lease early which will need to be factored in when known.

Service Delivery and future expected outcomes:

Both models considered within this budget template (Therapeutic Fostering and the ASU) are on track to deliver their intended outcomes as per their agreed delivery models.

Key performance measures have been agreed in order to evaluate the success of each of the models in order to inform the review process.

Quality of the ASU service is monitored both internally and through the regulation inspection via Ofsted.

For both models, it will be imperative to obtain the opinion and wishes and feelings of the young people involved and feedback from other stakeholders.

Organisation (other services)

If the models are not considered effective, there will be an increase on demand of alternative long term places, which are often more costly.

9 staff within the ASU could be affected if the model is not continued after the initial 12 month pilot.

Workforce

Note: Please detail here any direct or indirect impact on the employees beyond reduction in numbers, for example, changes working methods, job roles or delivery models

If the 12 month ASU pilot is not successful there will be a risk of staff being displaced. Staff are aware of the pilot stage and the need to evidence the success of the unit.

Again, this would need timely consideration with all relevant parties – staff, trade unions, HR, etc – to fully inform the process.

The specialist foster carers recruited would not be delivering as intended and may not receive the same financial remuneration as a result. There may be an option to convert them to mainstream carers.

Communities

The proposals above will not have any impact on the general community. There is likely to be some impact on the parents of the children/young people being cared for if there are changes to their provision.

The recruitment of Oldham residents as foster carers fits with the Co-operative Council.

Service Users

Both proposals will be reviewed and evaluated to ensure quality and effectiveness of the service.

Partner Organisations (Public & Private) inc Third Sector (Voluntary, Faith & Third Party Organisations)

Partner organisations such as schools and health providers are essential to the success of our aim to care for more challenging young people in family settings as part of the 'wraparound' offer.

Section 6

Supplementary Information

There will be review of the ASU and options for continuing this will be considered.

Consideration for the young people resident at the time of the review must be given and consultation with their parents.

Section 7

Consultation Information – <i>This should include as a minimum the following:</i> <ul style="list-style-type: none"> • What has been consulted on so far? With whom and when? • Further consultation required? • Date consultation to be started and concluded 	
NB – All public consultations must be completed prior to approval by Cabinet/Council.	
Trade Union Consultation	28 th July 2015
Staff Consultation	Staff engagement commenced 30 th July 2015 Issue of Section 188 notice 1 st September 2015
Public Consultation	Commenced 3 rd August 2015
Service User Consultation	Between 3 rd August 2015 and 30 th September 2015 to take place September/October 2015
Any other consultation	3 rd August and 30 th September 2015

Section 8

Equality Impact Screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	State Yes / No against each line
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	Yes
People in particular age groups	Yes
Groups with particular faiths/beliefs	No

If by answering yes to any of the question the screening has identified a potential disproportionate adverse impact, you will need to complete an Equality Impact Assessment. This assessment form and the guidance for its completion can be found at:
http://intranet.oldham.gov.uk/downloads/file/124/equality_impact_assessment_toolkit

EIA required:	Yes
EIA to be completed by:	Ed Francis
By:	15 October 2015

Section 9

Responsible Officer:	Maggie Kufeldt, Executive Director, Health and Wellbeing
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Support Officer Contact:	Claire Hill
Support Officer Ext:	3125

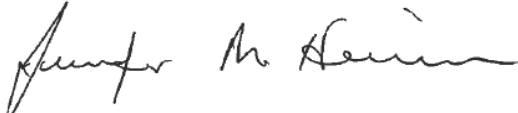
Cabinet Member Comments and/or approval
Approved

Please return completed form to: financialplanning@oldham.gov.uk

Submitted to Finance:	29 June 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr J. Harrison
Signed:	
Date:	29 June 2015

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	

Equality Impact Assessment

E003* Looked After Children - Demand Management and Reduction (Therapeutic Fostering and the Adolescent Support Unit)

Stage 1: Initial screening

Stage 1: Initial screening

Lead Officer:	Ed Francis
People involved in completing EIA:	Ed Francis Clare Bamforth
Is this the first time that this project, policy or proposal has had an EIA carried out on it? If no, please state date of original and append to this document for information.	No November 2014 as part of budget template CO45 - Children's Services Redesign

General Information

1a	Which service does this project, policy, or proposal relate to?	This proposal relates to the ability to reduce the number of residential places provided by or purchased by the Council due to demand reduction and management via the development of the Adolescent Support Unit (ASU) and the Therapeutic Fostering Scheme. Organisationally, these services sit within Safeguarding. The savings requirement against this proposal is £139,000 in 2015/16 and £1.26 million in 2016/17.
1b	What is the project, policy or proposal?	This proposal relates to the Council's statutory duties to protect and safeguard children and young people including looking after those for whom the Council assumes parental responsibility (LAC and Care Leavers).
1c	What are the main aims of the project, policy or proposal?	Within the context of rising demand including increasing Looked After Children numbers we aim to deliver efficiencies across the range of spend areas by: Diverting and delaying children and young people into the social care system and helping those in the system move out – Adolescent Support Unit. The principle function of the ASU is to provide a quality service consisting of out-reach, in-reach, family

sessions and short break residential care at weekend. The unit has 3 short term respite beds and 1 crisis bed. The respite is offered on Friday, Saturday and Sunday night.

The unit offers planned respite placements to young people aged 11-17 years old who are considered at risk of long-term placement in care.

The ASU aims to offer and provide whole family support to families with complex needs, where the child is at risk of being taken into care or where a child in need plan is in place.

Savings through the delivery of the ASU model will be found through the ability to close an additional children's home due to increasing capacity in the system. Should the unit not prove successful the 'fall back' position to offer up the required savings would come from decommissioning the ASU itself. An options appraisal will be undertaken to determine the appropriate course of action and this will include an EIA.

Reducing the cost of children and young people being supported by the social care system and providing better placement options by delivery of an improved foster care offer.

In order to offer up savings from 2015/16 onwards plans were introduced to reduce placement costs by recruiting a number of 'specialist' foster carers in a direct attempt to reduce the number of residential beds we need whether these are within our own children's homes or external provision.

This proposal has been further developed, and there are currently 4 new foster carers going through the recruitment and assessment process and 10 young people currently within the care system who have been identified as potential to benefit from the scheme. Work is underway with the children's social workers to discuss suitability and need of the identified children.

2 specialist Social Workers have been recruited to support the delivery of this model.

This forms part of Oldham's developing 'step down' model of foster care which aims to reduce overall costs and also to ensure children are in the most appropriate

		care placement for their needs.
1d	Who, potentially, could this project, policy or proposal have a detrimental effect on, or benefit, and how?	<p>Both elements of this proposal aim to improve the offer to Oldham's children and young people by reducing the number of children entering the care system and for those that do, by increasing the range of support and provision offered to them.</p> <p>It is therefore hoped that if both models are effective, there will be an improved offer and ultimately a positive impact for the young people.</p> <p>There may be job reductions in care settings as a result of the success of these proposals.</p> <p>Any specific decisions relating to changes in accommodation for particular groups of young people will be subject to an EIA in their own right.</p>

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

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

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1h	How have you come to this decision?	<p>In delivering these areas of service change, the impact on children and young people within Oldham will be positive and will provide them with an improved and increased option for accommodation as a LAC.</p> <p>Any new service users will benefit from the developments in the areas and will therefore not be adversely affected in the future.</p> <p>Key performance measures have been agreed in order to evaluate the success of each of the models in order to inform the wider review of Children’s Services.</p> <p>Both elements are monitored closely through the Transforming Children’s Services programme board.</p> <p>By reviewing these services we hope to improve the offer to looked after children and to provide better choice and more opportunity for them to achieve independence.</p> <p>The ASU is still in the early stages of development but is already working with key children and young people in the hope that it will prevent them entering the care system. If this continues to work, we hope that the overall number of children and young people within the care system will eventually reduce longer term.</p> <p>What is unknown is the potential demand on services going forward and it is therefore important that we retain some flexibility in the offer in order to ensure sufficient provision. However, early indications are that both areas will be effective in reducing the number of children and young people within the care system.</p>

Stage 5: Signature

Lead Officer:

Ed Francis

Date:

7th December 2015

Approver signature:

Date: 7th December 2015

A handwritten signature in black ink, appearing to read 'Ed Francis', is written on a white rectangular background.

EIA review date:

September 2016

Budget Saving Pro-forma 2016/17 and 2017/18

Section 1

Reference:	E008
Portfolio	Health and Wellbeing
Directorate:	Health and Wellbeing
Division:	Adult Services
Responsible Officer and role:	Maggie Kufeldt, Executive Director, Health and Wellbeing
Cabinet Member and Cluster :	Cllr J Harrison, Health and Wellbeing Cluster

Title:	Adult Services – Generating additional income
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	N/A
	Income	(£23,454k)
	Net Expenditure	N/A
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	0

	2016/17 £k	2017/18 £k
Proposed Financial saving:	401	0
Proposed reduction in FTE's	0	0

Section 3

Background: <i>Brief description of the proposal ie: what will be different, how will changes be implemented, timescale for implementation</i>	<p>This document sets out proposals for generating additional income for Adult Social Care in 2016/17.</p> <p>a) Income generation and charging - £260,000</p> <ul style="list-style-type: none"> • Attendance Allowance (night element) • Charging for self-funders <p>b) Increasing NHS Continuing Health Care funding - by developing more effective, joined up systems and processes between health and social care funding arrangements - £141,000</p>
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	Together, these proposals total £401,000
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>a) Income generation and charging: £260,000</p> <p>There are two areas where charging is being considered over and above current policy: -</p> <p>i. Attendance Allowance (night element)</p> <p>The Care Act 2014 clearly sets out the types of benefits which must fully be taken into account. This includes Attendance Allowance (AA) and Disability Living Allowance (DLA). As part of a financial assessment we currently disregard the night care element of this allowance. The night care element is classed as the difference between the low and high rates of Attendance Allowance or the middle and high rate of Disability Living Allowance. Previously, under Fairer Charging Guidance this was disregarded if night care services were not provided but under the Care Act 2014 the allowance is to be made as part of Disability Related Expenditure.</p> <p>ii. Charging for Self-funders</p> <p>The Care Act guidance set out that people with eligible care and support needs who have assets above the upper capital limit (currently £23,250) can ask local authorities to meet their needs and the authority may charge a fee for making this arrangement. The arrangement fee can only cover the cost of negotiating and/or managing the contract with a provider and any administration costs incurred in the process. The fee can be set at a flat rate however it must not be set at a cost which exceeds the true cost met by the authority.</p> <p>b) Increasing NHS Continuing Health Care Funding by developing more effective, joined up systems and processes between health and social care funding arrangements - £141,000</p> <p>NHS continuing healthcare (or CHC) is the name given to a package of care that is arranged and funded solely by the NHS for individuals who are not in hospital and have been assessed as having a 'primary health need'. This proposal will involve working in partnership with the CCG to develop a more effective, joined up system and processes, to ensure packages of care and support are reviewed and the right level of funding is allocated to</p>
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	clients who have both health, and social care needs.
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<p><u>Further Financial Implications & Considerations</u></p> <p><i>ie Capital implications or invest to save, pump priming etc , variations to budget</i></p>	<p>Attendance Allowance - Some elements of night care services may require allowances to be made under disability related expenses (DRE). Costs in this area are currently unknown and could potentially lead to lower income than projected. Clients in receipt of higher or middle rate care AA or DLA may also be entitled to Severe Disability Premium. Support should be provided to enable clients to access this additional premium, which in turn may further increase income and also support them in maximising additional income to themselves.</p> <p>Charging for Self-Funders - Unknown demand, if self-funders approach the authority, they may not wish to have the authority arrange their support with providers on their behalf. The number of self-funders is still a relatively new area for the service to demand model and work is currently underway to develop projections for this group of clients.</p>
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Economic Impact Summary	
Total net FTE job losses (gains): <i>(including Council, Unity partnership, 3rd sector, other partners, private sector)</i>	N/A
Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i>	N/A
Type of impact on partners	Neutral or marginal

Section 4

<u>Key Milestones</u>	
Project area	Timescale
a) Income generation and charging	Implemented April 2016
b) Increasing NHS Continuing Health Care Funding	Implemented April 2016

Key Risks and Mitigations		
Project area	Risk	Mitigating Factor
a) Income generation and charging	It is anticipated that income of up to £260k could be generated by adopting the policies as outlined in this document. This will need to be weighed against the potential fallout and challenge that charging inevitably brings.	Ensuring effective, timely engagement and consultation will be important to ensuring these proposals are tenable.
b) Increasing NHS Continuing Health Care Funding	Joint agreement with partners in not achieved	Ensuring effective, timely engagement and consultation with relevant partners will be essential.

Section 5

What impact might the proposal have on the following?

Property Implications <i>ie closures, maintenance costs, transfer of Assets, property savings, etc</i>
None

<u>Service Delivery and future expected outcomes:</u>
<p>The overall vision for adult care in Oldham is to ensure as many people as possible are enabled to stay healthy and actively involved in their communities for longer and delay or avoid the need for targeted services. In order to achieve this and manage the expected future demands, there is a need to move away from traditional “social” and “health” care, and focus on prevention, integration and a more person centered model of holistic care. The proposals contained within this paper will help to deliver this vision.</p> <p>The approach to manage the expected demand within reduced resources will be one that:</p> <ul style="list-style-type: none"> • Intends to lessen demand; • Is focused on outcomes; • Promotes delivery models that can deliver savings; • Supports people to avoid using residential care services, but where they do reduces the length of stay and delays the point of admission; and • Invests in preventative services.

Organisation (other services)

The success of the transformation programme depends on the engagement of all parts of the organisation and our key partners to establish a joined up approach. To support this we have established a fortnightly Transforming Adult Services group, which aims to engage with key elements of the business in our transformation programme.

Workforce

Note: Please detail here any direct or indirect impact on the employees beyond reduction in numbers, for example, changes working methods, job roles or delivery models

We will need to ensure the workforce is fully skilled up and knowledgeable on changes to the adult social care charging framework, and changes to other working practices and processes arising from these proposals. The workforce across adult social care will also need to be effectively briefed and up skilled to deal with the fees and processes associated with brokering care and support services for self-funders.

Communities

Communities will benefit from a joined up health and social care system, with simpler processes and will find it easier to understand their care and support funding.

Service Users

Service users will experience a more joined up system, and would benefit from an aligned approach to the funding of their care and support.

The charging elements of this proposal will impact on the amount of disposable income Adult Social Care service users will retain, as a result of their contribution towards their care and support needs increasing. However, all individuals will be left with a Minimum Income Guarantee (MIG) level, as laid out in the statutory framework, so no-one will pay more towards their care than they can afford to do so.

Partner Organisations (Public & Private) inc Third Sector (Voluntary, Faith & Third Party Organisations)

Partners will also benefit from a more joined up health and social care system, with effective aligned processes and systems. However, partners might also feel additional financial pressures from revised working arrangements.

There may be additional pressure on voluntary and community organisations as demand rises and attempt to fill gaps in provision.

Section 6

Supplementary Information

None.

Section 7

Consultation Information –

This should include as a minimum the following:

- *What has been consulted on so far? With whom and when?*
- *Further consultation required?*
- *Date consultation to be started and concluded*

NB – All public consultations must be completed prior to approval by Cabinet/Council.

Trade Union Consultation	Not applicable
Staff Consultation	Not applicable. No impact on the number of FTE's.
Public Consultation	<p>The proposals outlined within this report for charging for adult social care services formed part of an engagement exercise led by the Department of Health in Autumn 2011. As part of this engagement adult's with care and support needs and provider organisations were directly involved in developing The Care Act 2014 and the subsequent regulations and guidance.</p> <p>Local authorities are required to follow the new national framework on charging for care and support services in adult social care. As a result consultation is not required.</p> <p>Generating additional income via CHC does not require public consultation as this approach is outlined in the National Framework for NHS CHC and NHS FNC (DH revised 2012).</p>
Service User Consultation	As above
Any other consultation	Not applicable

Section 8

Equality Impact Screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	State Yes / No against each line
Disabled people	Yes
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	Yes
People who are married or in a civil partnership	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	Yes
Groups with particular faiths/beliefs	No

If by answering yes to any of the question the screening has identified a potential disproportionate adverse impact, you will need to complete an Equality Impact Assessment. This assessment form and the guidance for its completion can be found at:

http://intranet.oldham.gov.uk/downloads/file/124/equality_impact_assessment_toolkit

EIA required:	Yes
EIA to be completed by:	Attendance Allowance – Karen Maders Self-funders Fee – Andrew Pearson Continuing Health Care – N/A
By:	26 October 2015

Section 9

Responsible Officer(s):	Maggie Kufeldt, Executive Director, Health and Wellbeing
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Support Officer Contact:	Claire Hill
Support Officer Ext:	3125

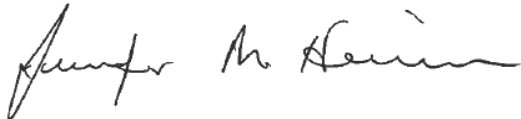
Cabinet Member Comments and/or approval
Approved

Please return completed form to: financialplanning@oldham.gov.uk

Submitted to Finance:	29 June 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr Harrison Social Care and Safeguarding
Signed:	
Date:	26 June 2015

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	

Equality Impact Assessment

E008 – Adult Services – generating additional income (Night Care Allowance)

Stage 1: Initial screening

Lead Officer:	Kirsty Littlewood, Head of Client Support Services
People involved in completing EIA:	Karen Maders Team Leader Income and Assessments
Is this the first time that this project, policy or proposal has had an EIA carried out on it? If no, please state date of original and append to this document for information.	Yes x No Date of original EIA:

General Information

1a	Which service does this project, policy, or proposal relate to?	<p>This EIA relates to the night care allowance element of budget proposal E008 – Generating additional income.</p> <p>Adult Social Care Non Residential Charging Policy The Care Act 2014 introduced changes to the rules relating to the financial assessment process for calculating service user's contributions towards their non-residential care services which include personal budgets, day-care, extra care housing and supported living.</p> <p>The charging policy was revised in April 2015 to make it compliant with the Care Act but further revisions are needed in relation to the treatment of Attendance Allowance, Disability Living Allowance Care and Personal Independence Payments (Daily Living Component).</p>
1b	What is the project, policy or proposal?	<p>What are Attendance Allowance, Disability Living Allowance and Personal Independence Payments (Daily Living Component) made for?</p> <p>These are non-means-tested benefits paid by the Department for Work and Pensions to people whose care needs meet the eligibility criteria. Attendance Allowance is payable at 2 rates as are Personal Independence Payments (Daily Living Component) and there are 3 rates of Disability Living Allowance Care.</p> <p>Disability Living Allowance is being replaced by Personal</p>

		<p>Independence Payments, no new claims to this benefit can be made and existing recipients are being transferred over as their cases are reviewed.</p> <p>Fairer Charging Guidance</p> <p>Prior to the implementation of the Care Act 2014 the non-residential charging policy was set based on the Fairer Charging Guidance issued by the Department of Health.</p> <ul style="list-style-type: none"> • Fairer Charging Guidance paragraph 42 stated that <i>“it seems to be unlawful for councils to take into account an element of Attendance Allowance or Disability Living Allowance paid for night care as income where the council purchases no element of night care.”</i> • It is currently accepted that the difference between the high and low rate of Attendance Allowance (AA) and high and middle rate of Disability Living Allowance Care (DLA) is the element paid for night care. • Due to this, the difference between these rates, £27.20 a week is currently given as a night care allowance to those people who do not receive night care services from the Council. • For those who do receive night services from the Council, for example they live in supported accommodation or have helpline installed in their property no allowance is given. <p>Care Act 2014</p> <ul style="list-style-type: none"> • Under the Care Act, the treatment of AA, DLA Care and PIP Daily Living Component has changed. The Care Act states that the full amount should be taken into account and allowance should be made under Disability Related Expenditure for the actual costs incurred of any care not provided by the Council. • It is proposed to reflect this change in the non-residential charging policy. • This change to the charging policy will ensure that all service users are treated fairly and simplifies the process for when service users transfer from DLA Care to PIP. <p>What is Disability Related Expenditure?</p> <ul style="list-style-type: none"> • Disability Related Expenditure is to be allowed in the financial assessment for payments made to meet needs that are not being met by the Council for example day or night care, maintenance of wheelchairs and specialist equipment. • Disability Related Expenditure also covers additional costs the a service user has due to the nature of their illness or disability which are not for care and support
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		for example above average heating costs, transport costs and gardening.
1c	What are the main aims of the project, policy or proposal?	<p>The main aim of the proposal is to be fully compliant with the treatment of income as set out in the Care Act 2014 therefore ensuring the fair and equitable treatment of all service users.</p> <p>The present charging policy needs to be altered as currently the element of AA or DLA Care paid for night care is either fully taken into account or fully disregarded.</p> <p>The proposal seeks to ensure that</p> <ul style="list-style-type: none"> • All service users regardless of whether they are in receipt of AA, DLA or PIP are treated in the same way. • Appropriate allowance is made in the financial assessment for the cost of care not arranged by the Council. • The income collected by the Council is maximised.
1d	Who, potentially, could this project, policy or proposal have a detrimental effect on, or benefit, and how?	<p>This proposed change in policy may have a detrimental effect on those who currently do not have night care services provided by the Council as they currently receive an additional allowance in their financial assessment.</p> <p>By no longer making this allowance the maximum weekly contribution that a service user has to make towards their care may increase. However, service users will still be left with the Minimum Income Guarantee amount set by the Department of Health and will receive an allowance for Disability Related Costs incurred.</p>

1e. Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy / maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a marriage or civil partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

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

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
1h	How have you come to this decision?	<p>The change proposed is likely to have a negative impact on some service user's finances.</p> <p>Where service users are going to see an adverse change in their financial position, we will need to ensure that we have processes in place to help them cope.</p> <p>Due to this likely impact it is recommended we do a full impact assessment.</p>

Stage 2: What do you know?

What do you know already?

We currently have open financial assessments and support plans for approximately 2,200 service users, of these 970 are in receipt of high rate AA or DLA care and of these 328 currently have an allowance of £27.20 a week made in their financial assessment as they do not have night care service arranged by the Council.

Financial Impact for Service Users

A scoping exercise has been completed to identify the likely financial impact on service users who are currently receiving an allowance and the findings are as follows

- 19% will have no increase in the amount that they are paying for their care
- 4% will have an increase in the cost of care of less than £10
- 15% will have an increase in the cost of care of between £10 and £27.20

- 62% will have an increase in the cost of care of £27.20

We do not currently know how many service users will claim Disability Related Expenditure for night care they are paying for privately and how this will impact on the figures above.

Financial Impact for the Council

The removal of the allowance will increase the income collected by the Council. The scoping exercise that has been completed suggests the following

- Weekly income invoiced will increase by £4,720
- Annual income invoiced will increase by £245,000

Financial reassessment

The service users who are currently in receipt of the Night Care Allowance will need a financial re-assessment in order to explain the change in assessment rules and understand how this will effect what they need to pay.

Service users will be required to provide all details of their income, capital and expenditure so that an assessment of what they can afford to pay towards their care services can be calculated.

The charging framework provides a consistent approach for fairly and consistently assessing all service users' contributions towards the cost of the services that they receive, based on their individual circumstances and is based on the principles set out in the Care Act 2014:

- ensuring that people are not charged more than it is reasonably practicable for them to pay;
- is comprehensive, to reduce variation in the way people are assessed and charged;
- clear and transparent, so people know what they will be charged;
- promotes wellbeing, social inclusion, and supports the vision of personalisation, independence, choice and control;
- supports carers to look after their own health and wellbeing and to care effectively and safely;
- is person-focused, reflecting the variety of care and caring journeys and the variety of options available to meet need;
- applies the charging rules equally so those with similar needs or services are treated the same and minimises anomalies between different care settings;
- encourages and enables those who wish to stay in or take up employment, education or training or plan for the future costs of meeting their needs to do so; and
- is sustainable for local authorities in the long-term.

The attached Charging Framework for Non-Residential Services provides a detailed breakdown of how a financial assessment will be completed for each service user.

What don't you know?

We do not currently know the full details of the changes that may be introduced in 2020 following the suspension of the second phase of the Care Act.

Further data collection

Summary (to be completed following analysis of the evidence above)				
	None	Positive	Negative	Not sure
Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy / maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a marriage or civil partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think that this proposal may affect negatively or positively?				

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

Consultation information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal.</i>	
3a. Who have you consulted with?	1,800 questionnaires were sent out to a selection of service users including people who received helpline services or fully funded their own care. These questionnaires were sent out at the end of September and the consultation ran until early December 2015.
3b. How did you consult? (inc meeting dates, activity undertaken & groups consulted)	Postal questionnaires were sent out to the cohort of service users identified above.

3c. What do you know?

Financial Impact for Service Users

A scoping exercise has been completed to identify the likely financial impact on service users who are currently receiving an allowance and the findings are as follows

- 19% will have no increase in the amount that they are paying for their care
- 4% will have an increase in the cost of care of less than £10
- 15% will have an increase in the cost of care of between £10 and £27.20
- 62% will have an increase in the cost of care of £27.20

The consultation resulted in approximately a 2% response rate. Of these respondents who completed the questionnaire we asked them the following:

The law sets out the types of income and benefits we must take into account when working out how much someone can afford to pay towards their care and support services and also sets the allowances that are to be made. The law says we must include the full amount of Attendance Allowance and Disability Living Allowance Care and consider making additional allowances for care not provided by the Council. Do you think we should take the full amount of these benefits into account?

Overall respondents felt that we should not take night care allowance into account (38%) as opposed to 35% agreeing with night care allowance being taken into. 27% of respondents did not know whether they agreed or not with the proposal.

3d. What don't you know?

We do not currently know how many service users will claim Disability Related Expenditure and how this will impact on the figures above. If Disability Related Expenditure is allowed then this would reduce the financial contribution and lessen the financial impact on service users.

3e. What might the potential impact on individuals or groups be?

(think about disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups)

Generic (impact across all groups)	There are 328 service users who currently have an additional allowance as they do not receive night care services. These will need to be financially re-assessed. There will be an impact on people with a low income as the allowances that are currently applied when completing a financial assessment will be reduced meaning that people may have to pay more towards the cost of their care.
Men or women (include impacts due to pregnancy / maternity)	Whilst our approach does not positively or negatively impact either of these groups disproportionately it should be noted that in general, across health and social care, there are significantly higher levels of women receiving care and support than men. This is linked to demographics reflecting that generally women live longer than men and in turn need a high level of social care support. In turn this may mean that a greater number of women are affected.
People of particular sexual orientation/s	No impact.

People in a Marriage or Civil Partnership	No impact.
Disabled people	Service users in receipt of an allowance for night care are in receipt of non-means tested disability benefits due to the nature of their illness or disability. As such the changes will directly impact this protected characteristic group most significantly. However, there will not be a disproportionate effect on a particular group of disabled people as the proposals will be applied consistently and ensure that all recipients of AA, DLA or PIP are treated in the same way.
Particular ethnic groups	No impact.
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No impact.
People on low incomes	There will be an impact on people with a low income as the allowances that are currently applied when completing a financial assessment will be reduced meaning that people may have to pay more towards the cost of their care. However, our framework for charging does not create inequalities and it does recognise, in line with the Care Act principles for charging for care and support services, that people only pay towards their care and support needs what is affordable. These changes will ensure that our approach to charging is applied fairly and consistently to all service user groups in compliance with Care Act legislation.
People in particular age groups	No impact.
Groups with particular faiths and beliefs	No impact.
Other excluded individuals and groups (e.g. <i>vulnerable residents, individuals at risk of loneliness, carers or serving and ex-serving members of the armed forces</i>)	No impact.

Stage 4: Reducing / mitigating the impact

As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?

4a. Where you have identified an impact, what can be done to reduce or mitigate the impact?

Impact 1: Increase in financial contribution for service users in receipt of night care allowance

A period of transitional protection relief will be considered for those people who are significantly impacted by the adoption of this statutory requirement. Any application of transitional protection will be informed by practice of neighbouring local authorities and previous applications of this approach in adult social care.

This provides protection to those who are going to be significantly impacted by the change in contribution whilst minimising the impact on the collection of income.

As part of the financial re-assessments that will be required due to this change benefit checks will be completed to ensure that service users are receiving the correct benefit entitlement. Service users will be advised to claim for any additional amounts we feel they may be entitled to, for example Severe Disability Premium and pension Savings Credit, in order to ensure that their income is maximised.

4b. Have you done, or will you do anything differently as a result of the EIA?

Financial assessments

Financial assessments will be completed and notification of the change in contribution will be sent to service users prior to any increase in charge being implemented giving service users the opportunity to ask questions and have the charges fully explained to them. The period of transitional protection will minimise the financial impact on service users in the first instance giving them time to make adjustments to their expenditure as required.

4c. How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?

Financial assessments

The outcomes of financial assessments will be recorded, including the previous charges and the new contribution due to the change in the non-residential charging policy. This will then be monitored and reviewed, including the mitigating actions taken, to ensure that the measures taken are affective.

Conclusion

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

Whilst there could potentially be both positive and negative impacts on a range of protected characteristic groups – disability and people on a low income– appropriate mitigating actions have been identified to reduce the potential impact.

Stage 5: Signature

Lead Officer: Kirsty-Louise Littlewood

Date: 07/12/15

Approver signature: Maggie Kufeldt

Date: 07/12/15

A handwritten signature in black ink on a white rectangular background. The signature is cursive and appears to read 'M Kufeldt'.

EIA review date: 12 months (December 2016)

APPENDIX 1: Action Plan and Risk Table

Action Plan

Once you have decided on the course of action to be taken in order to reduce or mitigate the impact, please complete the action plan below (An example is provided in order to help you)

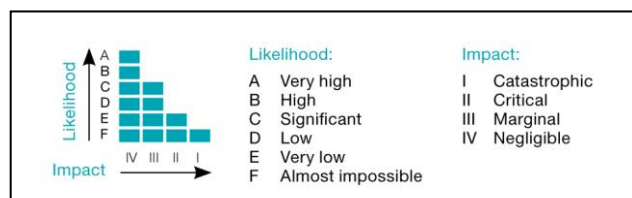
Number	Action	Required outcomes	By who?	By when?	Review date
1 Financial Re-assessments	Financial re-assessments will be undertaken for all service users who will be affected by this change. As part of this the changes will be fully explained and details of any disability related expenditure will be collected, ensuring that appropriate allowances are made in the financial assessment.	<ul style="list-style-type: none"> ➤ Service users will fully understand the charging policy and changes that are being made. ➤ Information will be collected on disability related expenditure ensuring that financial assessments are accurate 	Angela Pemberton	31/03/2016	
2 Welfare Benefit Checks	As part of the financial reassessment a benefit check will be completed ensuring that service users are in receipt of their full benefit entitlement and their income is maximised.	<ul style="list-style-type: none"> ➤ Referrals are made to Welfare Rights and DWP where appropriate to assist with benefit claims. ➤ Income levels are reviewed for those service users where additional benefits are claimed to ensure that records are updated if income levels change. 	Angela Pemberton/Sophie Harland	31/03/2016	
3 Transitional Protection	A period of transitional protection relief will be considered for those people who are significantly impacted by the adoption of this statutory requirement. Any application of transitional protection will be informed by practice of neighbouring local authorities and	<ul style="list-style-type: none"> ➤ The financial impact on those affected by the change is limited initially. 	Income & Assessment Team		

	previous applications of this approach in adult social care.				
4	Monitor the impact on service user's contributions and levels of income along with the income collected by the Council.	➤ Reports can be produced to monitor the effects of the change.	Sophie Harland/Karen Maders	31/03/2016	

Risk table

Record any risks to the implementation of the project, policy or proposal and record any actions that you have put in place to reduce the likelihood of this happening.

Ref.	Risk	Impact	Actions in Place to mitigate the risk	Current Risk Score	Further Actions to be developed
R1.1	Increase in complaints and appeals received due to the increase in service user's contributions		Transitional protection to be applied and financial re-assessments to be completed	CIII	Effective communication plan to be completed.



Budget Saving Pro-forma 2016/17 and 2017/18

Section 1

Reference:	B005
Portfolio	Co-operatives and Neighbourhoods
Directorate:	Co-operatives and Neighbourhoods
Division:	Environmental Services
Responsible Officer and role:	Carol Brown – Director of Environmental Services
Cabinet Member and Cluster :	Cllr D Hibbert - Housing, Planning & Highways

Title:	Street Lighting – shared client team reduction in staff (Rochdale)
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£1,283k
	Income	(£0k)
	Net Expenditure	£1,283k (controllable and semi controllable)
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	3

	2016/17 £k	2017/18 £k
Proposed Financial saving:	22	13
Proposed reduction in FTE's	1	0

Section 3

<p><u>Background:</u></p> <p><i>Brief description of the proposal ie: what will be different, how will changes be implemented, timescale for implementation</i></p>	<p>Oldham Council has invested in a street lighting PFI which is based on a 25 year contract with an initial 5 year core investment period to replace 80% of the street lighting asset.</p> <p>The core investment period comes to an end at the end of this financial year and although it has been necessary to maintain a strong client function it is envisaged going forward that this will not need to be maintained to the same degree but be supplemented with expertise as needed to support the delivery of the contract and any potential claims.</p>
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	The client function and associated costs for the contract management has to this point been shared with Rochdale Council however, given that essentially there are 2 separate contracts in place it is proposed that a smaller team be created to deal with local need.
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>The current shared street lighting team currently costs the Council £131,928 and includes a shared project manager based in Rochdale. This approach has proved supportive in terms of shared contract management however it has also become evident that local knowledge of Oldham’s contract is essential to defend claims, inform on regeneration projects, liaise with Unity Highways and deliver support for a wide range of district events including Christmas lights, bonfire and Remembrance Sunday.</p> <p>A reduced team of Oldham manager, street lighting technician and admin position, total cost £109,370. To manage this saving shared work between Rochdale and Oldham will need to continue similar to the current arrangement to effectively manage the input required in terms of contract performance monitoring.</p> <p>2016/17 Savings: £22,558</p> <p>Potential for further savings in 2017/18 through a shared admin function:</p> <p>2017/18 Savings: £12,575</p> <p>Total proposed savings £35,133</p>
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<p><u>Further Financial Implications & Considerations</u></p> <p><i>ie Capital implications or invest to save, pump priming etc , variations to budget</i></p>	None
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Economic Impact Summary	
Total net FTE job losses (gains): <i>(including Council, Unity partnership, 3rd sector, other partners, private sector)</i>	0
Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i>	0
Type of impact on partners	Neutral or marginal

Section 4

Key Milestones	
Milestone	Timescale
None agreed at this time pending project approval	

Key Risks and Mitigations	
Risk	Mitigating Factor
Unable to meet timescales for response as currently	Need to agree revised service standards in some service areas.
Members will see a change of personnel in their district teams	Full explanation to be provided to explain the rationale for savings and efficiencies

Section 5

What impact might the proposal have on the following?

Property Implications <i>ie closures, maintenance costs, transfer of Assets, property savings, etc</i>
None

Service Delivery and future expected outcomes:
Reducing the team from its current level will potentially impact on responsiveness however this can be mitigated by siting the resource back in the borough and continued shared working with Rochdale to reduce duplication in contract reporting. Local delivery will also present opportunities to share best practice with other teams within the Council in PFI monitoring.

Organisation (other services)
There will be limited impact on other areas of the Council however we would require: <ul style="list-style-type: none">• A fully considered communications plan will be essential• Full support from partners

Workforce
<i>Note: Please detail here any direct or indirect impact on the employees beyond reduction in numbers, for example, changes working methods, job roles or delivery models</i>
Employees have not to date been involved in the development of the proposal but their engagement will be essential moving forward to detail proposals and implementation.

Communities

The residents of Oldham will in the main have an improved street lighting asset and given the core implementation period is due to be complete until further works currently proposed in year 13 are due, the number of service requests should reduce enabling the reduction in the client resource.

Service Users

As above

Partner Organisations (Public & Private) inc Third Sector (Voluntary, Faith & Third Party Organisations)

Partner organisations will be engaged with to reduce the impact.

Section 6

Supplementary Information

None

Section 7

Consultation Information –

This should include as a minimum the following:

- *What has been consulted on so far? With whom and when?*
- *Further consultation required?*
- *Date consultation to be started and concluded*

NB – All public consultations must be completed prior to approval by Cabinet/Council.

Trade Union Consultation	None undertaken at this stage
Staff Consultation	Ongoing – shared approach with Rochdale Council
Public Consultation	N/A
Service User Consultation	N/A
Any other consultation	N/A

Section 8

Equality Impact Screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	State Yes / No against each line
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths/beliefs	No

If by answering yes to any of the question the screening has identified a potential disproportionate adverse impact, you will need to complete an Equality Impact Assessment. This assessment form and the guidance for its completion can be found at:

http://intranet.oldham.gov.uk/downloads/file/124/equality_impact_assessment_toolkit

EIA required:	No
EIA to be completed by:	N/A
By:	N/A

Section 9

Responsible Officer:	Carol Brown
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Support Officer Contact:	Ellen Marchbank-Smith
Support Officer Ext:	0161 770 5690


Cabinet Member Comments and/or approval
Approved

Please return completed form to: financialplanning@oldham.gov.uk

Submitted to Finance:	7 July 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr Dave Hibbert
Signed:	
Date:	17 June 2015

Budget Saving Pro-forma 2016/17 and 2017/18

Section 1

Reference:	C005
Portfolio	Corporate & Commercial Services
Directorate:	Corporate & Commercial Services
Division:	Strategic Sourcing & Strategic Relationship Management
Responsible Officer and role:	Nicola Spence, Senior Manager Strategic Sourcing
Cabinet Member and Cluster :	CIr A Jabbar, Finance and HR

Title:	Strategic Sourcing (Procurement) & Strategic Relationship Management (SRM)- Commercial Trading Model
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£1,193k
	Income	(£1,193k)
	Net Expenditure	£0
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	20

	2016/17 £k	2017/18 £k
Proposed Financial saving:	125	0
Proposed reduction in FTE's	2	0

Section 3

<p><u>Background:</u></p> <p><i>Brief description of the proposal ie: what will be different, how will changes be implemented, timescale for implementation</i></p>	<p>The proposal is to develop an income generation stream using a business partner approach, offering skills and expertise to other local authorities and to create a procurement offer that enables a shared service or remit based on concession and a fee where back office costs could be shared from a virtual procurement platform.</p> <p>In 2014/15, the team proved there is a market for sourcing services across the public sector within the GM region, securing paid work from Tameside and Trafford. The offer involves selling</p>
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our services as trusted, respected, knowledgeable, well-connected networking professionals who have a proven track record of delivering cost savings and solving difficult problems (e.g. social value and the local agenda). This is done utilising the Council's brand and the team's subject matter expertise.

Our approach is to increase our relationships with other public services within GM and ensure we have an irresistible offer, taking on strategic sourcing projects and providing expertise. The service will also seek to utilise other agencies in referring our resources.

Our Professional Services Partnership model builds on our own direct marketplace to provide the following consultancy offer:

- Drive efficiencies through service reviews
- Create local jobs by helping you get the most from the Social Value Act
- Shape and implement new service delivery models
- Create a procurement function that saves you money
- Deliver a procurement hub, savings and major outsourcing
- Management and delivery of Council cost reduction programmes
- Provision of interim professional resource

In addition to the above consultancy model we propose to also deliver a Procurement offer that will serve not only the Borough but could be the centre for procurement activity for North Manchester and also into South Yorkshire.

We have positioned our traded offer to meet the demands of other Local Authorities. We have an advantage over the private sector consultants in that we intimately understand the needs, lead the market, and are not seeking profit for shareholders. In addition, we are one of the few Authorities who have a unique, focused approach to ensuring tangible social values are embedded into all our contracts and measured through strategic contract management.

We market our offer wider than the Association of Greater Manchester Authorities (AGMA) as there is already an AGMA Procurement Hub which is an established small core team which provides professional procurement support to the Collaborative Efficiency Programme and delivers objectives of improvement and efficiency through collaborative procurement projects. There is also the newly established STaR (Stockport, Trafford and Rochdale) Team which will support Trafford, Stockport and Rochdale for all procurement requirement and contracts. This team has already referred people to us as they do not have the

capacity to take on work for other organisations at this time.

The Strategic Sourcing Team will assist at every stage of the procurement process providing strategic or operational assistance or a combination of both. The team offer a tailored approach to meet the individual needs of clients, whilst ensuring compliance with European Union and procurement best practice and mitigating any potential challenges and risks. The commercially astute team drive value and improvements from and throughout the procurement process. The team are committed to the delivery of cost savings, reduced risks, increased efficiencies and simplified processes, whilst also ensuring that value based outcomes are sought and that the right balance of cost savings, quality and social value are achieved.

Our experienced team can help with:

- Identification or re-evaluation of needs.
- Definition or evaluation of the organisation's business requirements.
- Review of current procurement process.
- Embed social value outcomes within the procurement process
- Refinement or development of the procurement strategy.
- Market analysis and assessment.
- Review and benchmark of incumbent suppliers.
- Identification of potential suppliers.
- Definition of appropriate procurement process based on event types and spend.
- Implementation of Category Management.
- Identification of cost reduction opportunities and savings programmes.
- Identification of time and process efficiencies.
- Development of Framework Agreements

Progress to Date

Discussions have progressed with Tameside Council and an Inter-Authority Agreement has been signed by both parties together with a costed model for Oldham services.

Tameside have commissioned procurement support to provide an 'as is' scenario with a view to directly commission tender support from the Strategic Sourcing team.

The contract generated £15k income in 2014/15 and a further £45k in 2015/16. Further conversations with Tameside are currently in progress to look at a longer term more strategic partner approach.

In 2014/15, consultancy support was delivered into STaR Procurement Team to the aid the development of the team and to raise the profile of Oldham's Procurement Team. The support ended in November 2014 and the assignment generated £15k income.

Conversations are also ongoing with Manchester City Council and GM PCC.

All procurement projects will be managed by the Sourcing Team and Strategic Relationship Management Team within current capacity.

If the model grows at a rate faster than current capacity there will be a requirement to buy-in procurement support or develop this model with Association Greater Manchester Authorities colleagues.

Proposed Savings £k: <i>Through efficiency, income generation, transformation, decommissioning, etc</i>		2015/16	2016/17	Total
	Income Projection	45,000	125,000	170,000
	Savings	0	0	0
	Total	45,000	125,000	170,000

Further Financial Implications & Considerations <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	N/A
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Economic Impact Summary	
Total net FTE job losses (gains): <i>(including Council, Unity partnership, 3rd sector, other partners, private sector)</i>	No FTE implications if trading model is delivered 2 x FTE Procurement Manager if trading model is unsuccessful
Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i>	N/A
Type of impact on partners	Positive

Section 4

<u>Key Milestones</u>	
Milestone	Timescale
Trading model currently in flight with Tameside Council and STaR Shared Procurement Team and generating estimated income of £15,000.	November 2014 complete
Develop communications pack and include reference sites	July/August 2014 complete
Develop Strategic Sourcing forward plan for consultancy work	2015/16 (partially complete)
Strategic Sourcing Team to fully engage based on completion of Oldham projects.	2016/17

<u>Key Risks and Mitigations</u>	
Risk	Mitigating Factor
Income generation model is not realised in all or in parts	Profiling the unique selling point of this model in that services can be obtained on a short/medium term basis without the requirement of a long term commitment.

Section 5

What impact might the proposal have on the following?

Property Implications *ie closures, maintenance costs, transfer of Assets, property savings, etc*

There are no implications to property.

Service Delivery and future expected outcomes:

Close scrutiny of capacity will be required to ensure that resource is focused on delivering council demands as well as income generating models. The quality of the service should not change and there will be new income generation targets.

Organisation (other services)

- The model may mean that there is a reduction in the capacity of the Oldham Strategic Sourcing Team
- The service currently trades internally with all Directorates but the proposal does not impact on their service delivery and saving
- The proposal does not require investment from another service area

There is an assumption that specific services will continue to be provided to enable this proposal to be successful - corporate procurement service to the Council.

Workforce

Note: Please detail here any direct or indirect impact on the employees beyond reduction in numbers, for example, changes working methods, job roles or delivery models

There is potential to generate income for other services within Commercial Services portfolio.

The proposal is to reduce the current Procurement and SRM structure by 2 x Procurement Manager posts. The service has already re-shaped to cover 1 x Procurement Manager post as a result of the recent secondment arrangements. A further 1 x Procurement manager post to be identified. However, if the traded model for Procurement & SRM is successful we will need to ensure we have sufficient resource to meet the future demand. Close monitoring of capacity plans and resource allocation will be carried out through the transition period.

There will be a reduction in FTE of 2 x Procurement Manager if the income cannot be generated.

Communities

The provision and delivery of services directly to the residents of Oldham remain unaffected by these proposals.

Service Users

Service users in receipt of services delivered as a result of a procurement project remain unaffected.

Internal service users (stakeholders) remain unaffected by this model. However it is recognised that some re-shaping of work priority areas would be required across those areas category managed.

Partner Organisations (Public & Private) inc Third Sector (Voluntary, Faith & Third Party Organisations)

N/A

Section 6

Supplementary Information

None

Section 7

Consultation Information –

This should include as a minimum the following:

- *What has been consulted on so far? With whom and when?*
- *Further consultation required?*
- *Date consultation to be started and concluded*

NB – All public consultations must be completed prior to approval by Cabinet/Council.

Trade Union Consultation	July 2015
Staff Consultation	From August 2015
Public Consultation	From September 2015
Service User Consultation	N/A
Any other consultation	N/A

Section 8

Equality Impact Screening

Is there **potential** for the proposed saving to have a disproportionate adverse impact on any of the following groups:

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

If by answering yes to any of the question the screening has identified a potential disproportionate adverse impact, you will need to complete an Equality Impact Assessment. This assessment form and the guidance for its completion can be found at:

http://intranet.oldham.gov.uk/downloads/file/124/equality_impact_assessment_toolkit

EIA required:	No
EIA to be completed by:	N/A
By:	N/A

Section 9

Responsible Officer:	Nicola Spence, Senior Procurement Manager (Interim)
Support Officer Contact:	Helen Gerling, Director Commercial & Transformation Services
Support Officer Ext:	0161 770 3468


Cabinet Member Comments and/or approval
Approved

Please return completed form to: financialplanning@oldham.gov.uk

Submitted to Finance:	26 August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr A Jabbar
Signed:	
Date:	26 August 2015

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	