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Appendix 6
Tranche 2 Budget Reduction Proposals – For Approval

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

Section 1

Reference:	E011
Portfolio	Health and Wellbeing
Directorate:	Health and Wellbeing
Division:	Adult Social Care
Responsible Officer and role:	Mark Warren, Director Adult Social Care
Cabinet Member and Cluster :	Cllr J Harrison – Social Care and Safeguarding

Title:	Integrated Working
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£0
	Income	(£3,024k)
	Net Expenditure	(£3,024k)
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	N/A

	2016/17 £k	2017/18 £k
Proposed Financial saving:	200	N/A
Proposed reduction in FTE's	0	N/A

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>This proposal involves 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 clients who have both health and social care needs.</p> <p>A model of integrated working on a locality basis is being developed by Oldham Council and the CCG and the governance structure is evolving.</p>
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Proposed Savings £k:

Through efficiency, income generation, transformation, decommissioning, etc

There is a clear inter-relationship between CHC (NHS Continuing Health Care) funding, and social care funding. People in need of care and support (across all client groups) are assessed separately by both health care assessors, and social care assessors for their eligibility and for the appropriate level of funding required, if they are eligible.

This process of assessing care needs, allocating funding, changing the level of funding following re-assessment, and paying providers, is complex, especially when trying to understand how the two different funding streams interrelate.

The process and systems associated with cases which are jointly funded, are particularly complex, as this requires a co-ordinated approach across both partners to ensure effective processes and governance arrangements are in place.

By developing a clearer, coordinated approach to the associated processes and systems, efficiencies could be realised for both the CCG and the Council.

This would also support joint aims for the greater integration of health and social care provision, and will support longer term integration ambitions such as establishing pooled budgets for joined services, and pooling personal health and social care budgets.

It has been estimated that this could realise approximately £200,000 of savings for the Council, however further financial analysis must be carried out to understand the full financial benefits for both organisations.

Further Financial Implications & Considerations

ie Capital implications or invest to save, pump priming etc , variations to budget

Investment in resources may be required in order to facilitate such an assessment and review.

Property Implications

ie closures, maintenance costs, transfer of Assets, property savings, etc

None

Section 4

<u>Key Milestones</u>	
Milestone	Timescale
Develop joint approach with CCG	December 2015
Jointly implement approach	Jan 2016 – April 2016
Proposals implemented	April 2016

<u>Key Risks and Mitigations</u>	
Risk	Mitigating Factor
A joint approach with partners is not achieved	Ensuring effective, timely engagement with relevant partners will be essential

Section 5

What impact might the proposal have on the following?

Service Delivery and future expected outcomes:

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 centred model of holistic care. The proposals contained within this paper will help to deliver this vision.

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.

Workforce

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.

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, with better co-ordination between health and social care. Service users would also benefit from an aligned

approach to the funding of their care and support.

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.

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	In line with corporate timescales
Staff Consultation	Consultation is ongoing
Public Consultation	Consultation is ongoing
Service User Consultation	Consultation is ongoing
Any other consultation	Consultation is ongoing All to be completed by November 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	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:	Maggie Kufeldt
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Support Officer Contact:	Claire Hill
Support Officer Ext:	3125

Cabinet Member Comments and/or approval

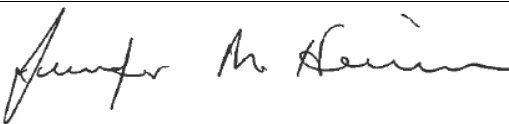
Approved

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

Submitted to Finance:	17 August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr J Harrison,
Signed:	
Date:	17 August 2015

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

Section 1

Reference:	E013
Portfolio	Health and Wellbeing
Directorate:	Health and Wellbeing
Division:	Adult Social Care
Responsible Officer and role:	Mark Warren, Director Adult Social Care
Cabinet Member and Cluster :	Cllr J Harrison, Social Care and Safeguarding

Title:	Oldham Care and Support: Re-designing community reablement
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£2,100k
	Income	(£0K)
	Net Expenditure	£2,100k
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	N/A

	2016/17 £k	2017/18 £k
Proposed Financial saving:	200	N/A
Proposed reduction in FTE's	N/A	N/A

Section 3

Background: <i>Brief description of the proposal ie: what will be different, how will changes be implemented, timescale for implementation</i>	<p>The proposal involves a review and re-design of commissioning arrangements for community reablement services.</p> <p>Community reablement services are currently provided as part of the block contract with Oldham Care and Support.</p> <p>The proposal may involve a tender exercise as part of a competitive open tender, to provide the best market value for money, and the opportunity to redesign services to meet current</p>
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	and future demand.
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>Re-ablement</p> <p>The 2016/17 budget for community reablement is £2,099,971, inclusive of current planned budget reductions. The service currently delivers approximately 655 hours of reablement per week, giving a unit cost of approximately £61.56 per hour. The current market cost for reablement is approximately £18 - £20 per hour.</p> <p>As part of the commissioning process, costs for the provision would be set at a competitive market rate, however the specific rate would be dependent on further financial analysis. Indicatively, savings of £1.4m could be realised from the budget on an annual basis.</p> <p>Considering the time required for further financial analysis and consultation, it is likely that only a part year effect of savings could be realised. This has been estimated to be £200,000.</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>Further market analysis, and analysis on service pathways and demand will be undertaken to fully understand the financial and economic implications of this proposal.</p> <p>Oldham Care and Support's management fee for 2015/16, inclusive of recharges and VAT was £13,908,728. The management fee is subject to the following reductions over the next two years;</p> <ul style="list-style-type: none"> • 2016/17 £1,165,709 • 2017/18 £195,000 <p>So, as at April 2018, taking into account the above reductions, OCS will cost the Council £12,548,019.</p> <p>The Learning Disability Supported Living element of Oldham Care and Support provision is also being re-tendered in 2016/17, and savings from this have already been agreed for 2016/17 savings.</p>
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Property Implications <i>ie closures, maintenance costs, transfer of Assets, property savings, etc</i>	None
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Section 4

<u>Key Milestones</u>	
Milestone	Timescale
Develop further analysis on market, demand and current service pathways	November 2015
Undertake consultation	November 2015
Complete EIA	November 2015

<u>Key Risks and Mitigations</u>	
Risk	Mitigating Factor
A key risk will be ensuring community, service user and stakeholder support for these proposals.	Ensuring effective, timely engagement and consultation will be important to ensuring these proposals are tenable.
A reduction in the quality of provider service provision	Demand on services, and best value pricing must be fully considered when re-commissioning provision.

Section 5

What impact might the proposal have on the following?

<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 centred model of holistic care. The proposals contained within this paper will help to deliver this vision.</p> <p>At a strategic level we will plan and commission services to improve outcomes and reduce demand, working with partners to reform the current public service offer recognising the connectivity and interdependencies across agencies and sectors. We will work to achieve best value with public money and manage and develop provider markets to meet current and future need.</p>

Organisation (other services)

Further analysis required.

Workforce

The proposals would have implications for the workforce within Oldham Care and Support.

Further analysis and consultation must be completed to fully understand the implications of these proposals.

Communities

The proposals will generally have a positive impact on communities in that as many people as possible are enabled to stay healthy and actively involved for longer by delaying or avoiding the need for targeted services.

Service Users

Service users would benefit from a redesigned approach to community reablement. The service would be re-designed to align with our broader approach to the re-design of adult social care. Services will be focused on prevention, integration and a more person centred model of holistic care. Service users will be supported to stay healthy and independent as possible, and will experience a more joined up service as services will be more closely integrated between health and social care.

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

This proposal may have an impact on the current provider, Oldham Care and Support. Re-commissioning community reablement services may mean that these services could be provided by another organisation. However, Oldham Care and Support would have the opportunity to bid for these services, and as part of this process, opportunities for developing the commercial elements of the business would also be presented.

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	In line with corporate timescales
Staff Consultation	Consultation is ongoing
Public Consultation	Consultation with the public is not required
Service User Consultation	Consultation is ongoing
Any other consultation	Consultation is ongoing. All completed by November 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	Yes
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	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:	Helen Ramsden

By:	November 2015
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Section 9

Responsible Officer:	Maggie Kufeldt
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Support Officer Contact:	Claire Hill
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Support Officer Ext:	3125
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Cabinet Member Comments and/or approval

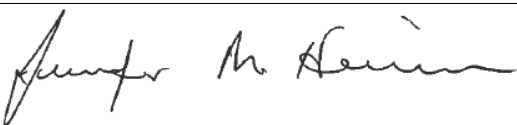
Approved

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

Submitted to Finance:	17 August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr Jenny Harrison,
Signed:	
Date:	17 August 2015

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	

Equality Impact Assessment Tool

E013 Oldham Care and Support - Redesigning community reablement

Stage 1: Initial screening

Lead Officer:	Helen Ramsden
People involved in completing EIA:	Helen Ramsden
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

General Information

1a	Which service does this project, policy, or proposal relate to?	The proposal, relates to community reablement services provided by Oldham Care and Support, and will save £200k in a full financial year from the SLA with Oldham Care of Support, which in total for 2015/16 is just under £14 million.
1b	What is the project, policy or proposal?	The proposal is a reduction in the management fee payable to OCS; specifically £200k relating to community reablement
1c	What are the main aims of the project, policy or proposal?	The main aim of the proposal is to work with OCS to review all areas of the business, and identify those areas that can be decommissioned, redesigned, recommissioned, as a result of reductions in demand, or an assessment of OCS relative strengths or otherwise to deliver that aspect of the service.
1d	Who, potentially, could this project, policy or proposal have a detrimental effect on, or benefit, and how?	Predominantly older people will benefit from this proposal, as the review of all services will take account of outcomes being achieved and value for money.

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

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	Yes x No <input type="checkbox"/>
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	project, policy or proposal?	
1h	How have you come to this decision?	Reductions will be made on the basis of reduced demand, redesign or recommissioning but are significant enough to require full EIA
Stage 2: What do you know?		
What do you know already?		
Savings of over £2 million have already been achieved, with further savings to be delivered in 2015/16. A full review of OCS activity is being undertaken to identify those parts of the contract that require a more detailed review which may result in recommissioning/recommissioning/redesign.		
What don't you know?		
We don't know the final outcome of this review and therefore the areas of the business from where these services may come.		
Further data collection		
Further data collection and exploration of opportunities took place in October 2015. Discussions with OCS in December 2015 confirmed that the savings were achievable with minimal impact on users.		

Summary (to be completed following analysis of the evidence above)				
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?	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 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 that this proposal may affect negatively or positively?				
Carers		<input type="checkbox"/>	<input type="checkbox"/>	X

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

Consultation information

3a. Who have you consulted with?	<p>High level consultation has been undertaken with OCS and will continue as we further develop the review of services</p> <p>Consultation with key stakeholders commenced in October and opportunities identified for redesigning the service to deliver the savings without adversely affecting users</p>
3b. How did you consult? (inc meeting dates, activity undertaken & groups consulted)	<p>Consultation was carried out via monthly client meetings with OCS and through contract review workshops</p>

3c. What do you know?

We know from our performance information and the initial findings of our review that

there is scope to commission and/or provide community reablement differently.
 We know that significant savings have already been and continue to be achieved by OCS

3d. What don't you know?

We don't know exactly what the new model of service delivery will look like.

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

Generic (impact across all groups)	N/A
Disabled people	<p>A more targeted service that better meets needs of users and works in partnership with other long term care providers</p> <p>Additional pressure on families and carers, as well as the service user, to continue to cope under stress</p> <p>Additional risk to health, wellbeing and safety where vulnerable adults receive less support than they would in the past</p>
Particular ethnic groups	N/A
Men or women (include impacts due to pregnancy / maternity)	N/A
People of particular sexual orientation/s	N/A
People in a Marriage or Civil Partnership	N/A
People who are proposing to undergo, are undergoing or have undergone a	N/A

process or part of a process of gender reassignment	
People on low incomes	N/A
People in particular age groups	<p>A more targeted service that better meets needs of users and works in partnership with other long term care providers</p> <p>Additional pressure on families and carers, as well as the service user, to continue to cope under stress</p> <p>Additional risk to health, wellbeing and safety where vulnerable adults receive less support than they would in the past</p>
Groups with particular faiths and beliefs	N/A
Carers	<p>A more targeted service that better meets needs of users and works in partnership with other long term care providers</p> <p>Additional pressure on families and carers, as well as the service user, to continue to cope under stress</p> <p>Additional risk to health, wellbeing and safety where vulnerable adults receive less support than they would in the past</p>

Stage 4: Reducing / mitigating the impact

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

<p>Additional pressure on families and carers, as well as the service user to continue to cope under stress</p> <p>Additional risk to</p>	<p>Once a new model has been identified, users of these services and their families will be consulted on to better understand the individual impact for them, and what mitigations may be put in place. While the model may remove some “standard” elements that are not always required by users either at the time of service provision or following a period of reablement, where it is identified through an assessment of need that these may be required,</p>
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health, wellbeing and safety where vulnerable adults receive less support than they would in the past.	they will be available to people subject to a small charge.
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4b. Have you done, or will you do, anything differently as a result of the EIA?
No

4c. How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?
Monitoring of the proposal will form part of the Transformation of Adult Services Programme Board and OCS monthly client meetings

Conclusion
<i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce / mitigate the impact</i>
While the overall impact is anticipated to be minimal, where it is considered necessary, additional support will be offered to mitigate.

Stage 5: Signature	
Lead Officer: Helen Ramsden	Date: 07.12.2015
Approver signature: Maggie Kufeldt	Date: 07.12.2015
EIA review date: December 2016	

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

Section 1

Reference:	E014
Portfolio	Health and Wellbeing
Directorate:	Safeguarding
Division:	Joint Commissioning
Responsible Officer and role:	Ed Francis; Head of Integrated Commissioning
Cabinet Member and Cluster :	Cllr J Harrison, Social Care and Safeguarding

Title:	Improved Value for Money within Oldham's 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	£805k
	Income	(£0k)
	Net Expenditure	£805k
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:	100	0
Proposed reduction in FTE's	TBC	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>The Council's current spend on After Care is approximately £1.9 million per annum.</p> <p>This is made up of a mixture of the social work team (cases are transferred as Looked After Children move towards becoming Care Leavers), and spend on accommodation including those at Hawthorn St and Suffolk St (24 hour support) and a number of supported flats.</p> <p>The spend on this accommodation and associated support amounts to approx £805,000 per annum and much of this is spent on in house support services (non-social work).</p>
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	In addition, Oldham currently commissions other accommodation to provide support to young people across Oldham and Rochdale, including supported lodgings. The cost of this is offset by the tenants housing benefits claim. There could be scope to negotiate a better contract price for these elements of service for After Care young people.
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>It is proposed that along similar lines to the submitted proposals for the Council’s children’s home provision we consider if an alternative provider can deliver after care supported accommodation in a more cost effective way. We will also seek to reduce the overall spend across the full range of provision.</p> <p>Ways to achieve a saving of £100k include consideration of:</p> <ul style="list-style-type: none"> • A shared approach with Rochdale and Bury to establish an offer across the 3 boroughs • Consideration of delivery via a ‘not for profit’ organisation • Straightforward outsourcing • Review of the spend across the full range of provision
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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>In the longer term we will be undertaking a process of review across our After Care Services which currently also deal with 16 and 17 year olds in crisis (often accommodation related) who may not be care leavers. We do not at this stage however seek to reduce the number of supported accommodation beds available until we better understand demand and can ensure ‘sufficiency’ giving care leavers a range of accommodation choices.</p> <p>Discussions with managers in the After Care team would suggest that in order to manage demand better would require additional emergency bed provision. Another option would be for the Council to secure tenancies for young people and to provide support in-house from staff – this could be done with the existing staff team and would reduce some of the externally commissioned support.</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 could be the possibility of staff transferring to another provider.
Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i>	
Type of impact on partners	

Section 4

<u>Key Milestones</u>	
Milestone	Timescale
Review of current contractual arrangements and exploration of procurement options	September 2015
Review and options appraisal for After Care services	November 2015

<u>Key Risks and Mitigations</u>	
Risk	Mitigating Factor
Change of provider could de-stabilise the current provision for tenants and create disruption for them (and the wider community)	Carefully planned transition plan.
Proposal to develop a tri-Borough approach may not be viable to proceed	Detailed action plan with clear requirements and expectations from each of the LA's and a detailed transition plan required.
Short timescale for an open procurement exercise to secure an external provider for all service elements	Confirm decision and next steps asap in order to proceed. Exploration of current procurement options will support this.

Section 5

What impact might the proposal have on the following?

<u>Property Implications</u> <i>ie closures, maintenance costs, transfer of Assets, property savings, etc</i>
<p>The review of current supported accommodation might result in changes to the 2 in-house properties – this won't be known until after the review is complete.</p> <p>Current commissioned properties are through Housing Providers and or Oldham Council, those contracts would need reviewing to be clear on any clauses or penalties of ending the agreements early.</p> <p>We would need to be clear on the current and potential demand for after care accommodation to ensure we commissioned sufficient provision.</p>

<u>Service Delivery and future expected outcomes:</u>
<p>For all of the 4 possible options listed above, there would need to be clear expectations and delivery arrangements in place so that the success of the model can be evaluated with a robust monitoring process implemented and consistently reviewed.</p>

Organisation (other services)

Other current providers of supported accommodation would be impacted on as they would have a reduction in service across Oldham.

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

Staffing implications for the in-house staff – if there is a change of provider for the commissioned provision, then there could be possible TUPE transfer of staff to another external provider

Communities

Service Users

If there is a new provider for supported accommodation, and in turn, possible new properties, there is likely to be significant impact and disruption to the young people who use the service. There should also be improved choice for young people, but the needs of those currently accommodate would need careful consideration to avoid unnecessary disruption.

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

Partner organisations currently deliver supported accommodation options across Oldham. In addition, properties are leased from a mix of housing provider and the LA. As part of the wider accommodation review, this is to be looked at and changes are likely and could have an impact on the number of properties and services commissioned.

Section 6

Supplementary Information

There will be an options appraisal for the supported accommodation review

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

The wider residential review will also have to be considered to understand and take into account potential demand.

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	In line with corporate timescales
Staff Consultation	As no staffing reductions, consultation will only take place when options around a potential transfer to alternative are being considered.
Public Consultation	Yes – end date 7 December 2015.
Service User Consultation	No – not appropriate until full precise details known
Any other consultation	Informal consultation with potential not for profit providers and social landlord.

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:	7 December 2015

Section 9

Responsible Officer:	Maggie Kufeldt
Support Officer Contact:	Claire Hill Claire.hill@oldham.gov.uk
Support Officer Ext:	0161 770 3125

Cabinet Member Comments and/or approval

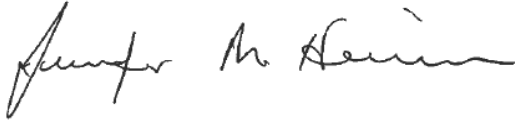
Approved

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

Submitted to Finance:	17 August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr Jenny Harrison,
Signed:	
Date:	17 August 2015

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	

Equality Impact Assessment Tool

E014 - Improved Value for Money within Oldham's Supported Accommodation Offer for Looked After Children and Care Leavers

c Stage 1: Initial screening

Lead Officer:	Ed Francis
People involved in completing EIA:	Ed Francis
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 Related EIA completed for proposal E002

General Information

1a	Which service does this project, policy, or proposal relate to?	This proposal relates to the supported accommodation provision for (older) Looked After Children and care leavers. The proposal is contained in Budget Template E014 with an identified saving of £100k in 2016/17 additional to that contained in template E002 which relates to children's home provision.
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 provision across the Borough.
1c	What are the main aims of the project, policy or proposal?	There are 2 interlinked areas of focus to this proposal: 1. Assess and review the demand, quality and cost of our internal provision with the possibility of commissioning future provision from another provider at a lower cost. 2. Collaborative working with Rochdale and Bury could provide opportunity to enter into joint commissioning arrangements for shared benefit.

1d	Who, potentially, could this project, policy or proposal have a detrimental effect on, or benefit, and how?	<p>The affected individuals/groups would be Looked After Children and Care Leavers.</p> <p>The Council directly provides 2 semi independence units for care leavers which are staffed 24 hours. There is a wider related offer that includes commissioned provision and support to young people in 'trainer flats'.</p> <p>This proposal would affect young people who would be moving through the care system on their path to independence and 16 and 17 year olds who present 'in crisis' to social care services.</p> <p>The objective would be to have a set of services that are more cost effective and offer more choice.</p> <p>This will need careful and timely consideration to ensure a smooth and planned move to alternative delivery arrangements.</p> <p>In the event of any change of provider organisation it is likely that TUPE considerations would apply.</p> <p>The recent Ofsted inspection highlighted the care leavers were reporting a wish for more choice and options than those currently available.</p> <p>In common with partner authorities we have identified a subset of highly vulnerable/complex young people for whom current provision is insufficient. Our new arrangements will aim to improve this situation.</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 type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input checked="" 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?				
Care Leavers and vulnerable young people.		<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?	By reviewing these services we hope to improve the cost effectiveness of service provision without compromising on quality and outcomes. A recent change of legislation around 'staying put' will lead to

		<p>more care leavers opting to stay with their foster carers beyond their 18th birthdays and the discharge of their care orders. Therefore demand for supported accommodation should go down.</p> <p>This proposal does not seek to reduce the sufficiency of Oldham’s overall offer to match the needs of young people although in the longer term it might have implications for individual settings. We are statutorily required to undertake a ‘sufficiency’ assessment and maintain ‘sufficiency’ of provision so any decisions we make will be in this context.</p> <p>In transforming the current service arrangement we are looking to identify a ‘not for profit’ provider organisation who would take over delivery of existing provision and over a period of time would work with us to establish a new fit for purpose offer to young people. This work will involve young people themselves.</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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c Stage 5: Signature	
Lead Officer: Ed Francis	Date: 07.12.2015
Approver signature: Kim Scragg	Date: 07.12.2015
EIA review date: End October 2016	

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

Section 1

Reference:	E015
Portfolio	Health and Wellbeing
Directorate:	Safeguarding
Division:	Safeguarding
Responsible Officer and role:	Kim Scragg, Director of Safeguarding
Cabinet Member and Cluster :	Cllr J Harrison, Social Care and Safeguarding

Title:	Review of Contracts
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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:	100	0
Proposed reduction in FTE's	N/A	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>The service has a number of contractual and grant based arrangements with voluntary and community sector organisations totaling approximately £260k.</p> <p>Some of these commitments relate to core funding for the organisations themselves (e.g. Homestart, Oldham Play Action Group) and others relate to service contracts (e.g. Barnardo's Messenger, Children's Society Children's Rights Contract).</p> <p>The proposal is that these arrangements are reviewed (many of them are time limited) and the total direct spend by the service is reduced.</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 ways where we feel we can potentially realise savings.</p> <ol style="list-style-type: none"> 1. Decommission or withdraw funding where the activity is not clearly linked to service and or Council priorities 2. Identification of alternative/replacement funding 3. Negotiations with the delivery organisations to reduce the level of funding 4. Redesign and smarter commissioning from April 2016. <p>We think we can achieve a £100,000 saving from undertaking this work.</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>None</p>
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Economic Impact Summary	
<p>Total net FTE job losses (gains): <i>(including Council, Unity partnership, 3rd sector, other partners, private sector)</i></p>	<p>Not applicable to the Council workforce but potentially within the third sector.</p>
<p>Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i></p>	<p>Difficult to quantify at this stage due to range of options being explored.</p>
<p>Type of impact on partners</p>	<p>Where core funding is received there is potentially a threat to the viability of some organisations.</p>

Section 4

Key Milestones	
Milestone	Timescale
Review and options appraisal	November 2015
Negotiation of proposals with affected organisations	November 2015
Determination of delivery arrangements from April 2016	December 2015

Mandatory – Completion of EIA & Consultation within PVFM timeline	December 2015
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Key Risks and Mitigations	
Risk	Mitigating Factor
Reduction in contract prices impacts on service delivery – volume and or quality	Negotiation with provider agree amended outcomes, contract monitoring.
Viability of some organisations might be compromised	Impact assessment and identification of alternative funding where possible

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 as known directly but may have an impact on use and income generation of community assets.

<u>Service Delivery and future expected outcomes:</u>
Some of the service contracts relate to priority areas (CSE) and statutory areas such as Children’s Rights. The challenge here will be to identify if the services can be delivered for less money whilst not compromising outcomes.
Other services are less linked to social care and safeguarding priorities (e.g.play development) but still contribute to the ‘fabric’ of Oldham and would be missed if alternative funding to ensure stability was not found.
Many of these organisations also bring in additional monies into Oldham and therefore contribute to the ‘Oldham pound’.

<u>Organisation (other services)</u>
For some organisations funding is received from other areas of the Council most notably Cooperatives and Neighbourhoods and any funding reduction proposals will need coordinating to identify full impact.

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 do not know at this stage how funded organisations will implement and reductions and therefore the wider impact on the workforce.

Communities

The proposals may have an impact on the local voluntary and community sector and the communities they serve. Publically any reduction to certain organisations may be seen as at odds with the Cooperative Council.

Service Users

The range of activity covered by these contracts includes support to Looked After Children, young children and those at risk of sexual exploitation. The priority in determining where to apply any reductions will be to protect the services to the most vulnerable.

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

Clearly VCS organisations will be impacted both individually for those in receipt of funding and as a sector if infrastructure support is reduced. There are opportunities however to think differently about how some of these services are delivered and there may be opportunities for some organisations.

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 – external organisations
Public Consultation	Yes – end date 7 December 2015.
Service User Consultation	No – not appropriate until full precise details known

Any other consultation	Consultation with affected VCS organisations w/c 9 th November and w/c 16 th November 2015.
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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)	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	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:	7 December 2015.

Section 9

Responsible Officer:	Maggie Kufeldt
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Support Officer Contact:	Claire Hill Claire.Hill@oldham.gov.uk
Support Officer Ext:	0161 770 3125

Cabinet Member Comments and/or approval

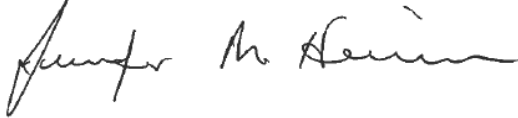
Approved

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

Submitted to Finance:	17 August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr J Harrison,
Signed:	
Date:	17 August 2015

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	

Equality Impact Assessment Tool

E015 – Review of contracts

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.	Yes Date of original EIA:

General Information

1a	Which service does this project, policy, or proposal relate to?	This proposal relates to the contractual and grant based arrangements with voluntary and community sector organisations providing services to children and young people. Savings Template E015
1b	What is the project, policy or proposal?	<p>The proposal is to review the total spend across the current commitments and save £100k from a current budget of approx. £250k</p> <p>There are four ways where we feel we can potentially achieve the savings:</p> <ol style="list-style-type: none"> 1. Decommission or withdraw funding where the activity is not clearly linked to service and or Council priorities 2. Identification of alternative/replacement funding 3. Negotiations with the delivery organisations to reduce the level of funding 4. Redesign and smarter commissioning from April 2016.
1c	What are the main aims of the project, policy or proposal?	Work is underway to review each of the funding elements above with a view to achieving the required savings either by decommissioning the

		<p>services or seeking other sources of funding. The 'in scope' organisations are as follows -</p> <p><u>Voluntary Sector Hub</u></p> <p>Current Annual Commitment - £30k</p> <p>Voluntary Action Oldham currently deliver The Hub; a network of support for VCS organisations working with organisations who provide services for children and young people. Discussions are ongoing with the LSCB to explore them picking up this function as The Hub supports organisations to be compliant against the Section 11 safeguarding requirement.</p> <p><u>Social Care prevention</u></p> <p>Current Annual Commitment -</p> <ol style="list-style-type: none"> 1. Phoenix/Messenger £89k 2. Family Group Conferences £15k (spot purchase budget) <p>Oldham Council has previously commissioned Barnardo's to deliver the therapeutic element of the Phoenix approach to CSE across Oldham. The LA has since reviewed its own internal team approach to Phoenix and has strengthened the model to include additional team members. Plans are being considered to use some of the Barnardo's funding to support this and de-commission Barnardo's as a result as the work will be picked up internally.</p> <p>Family Group Conferences are currently commissioned via a spot purchase model from Barnardo's. Plans are underway to train some in-house Social Care staff in the delivery of FGC's with a view to this service being delivered internally from next year, with mentoring support provided initially by Barnardo's.</p> <p><u>Play Development</u></p> <p>Current Annual Commitment - £25k</p> <p>OPAG have delivered play development services across Oldham for many years, however, as a result of recent cuts to the amount of funding they receive from the former EIG commission, they have been successful in seeking additional funding to support</p>
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		<p>delivery of their services. Discussions have begun with OPAG with regards to ceasing funding this area of service delivery and support around them accessing other pots of money.</p> <p><u>Children's Rights and Advocacy</u></p> <p>Current Annual Commitment - £60k</p> <p>Oldham Children's Rights Service is currently delivered by The Children's society. The current contract runs until October 2016. As part of the wider shared services review, discussions are being held with colleagues from a neighbouring local authority with a view to jointly procuring this service going forward to make further financial efficiencies.</p> <p><u>Support to Young Parents</u></p> <p>Current Annual Commitment £30k</p> <p>Homestart deliver a support service to parents with young children in Oldham in partnership with agencies such as Health Visitors and Children's Centres. Homestart uses a network of volunteers and delivers additional bespoke activity such as breastfeeding support for which it receives funding from Public Health (approx. £95k per annum)</p>
1d	Who, potentially, could this project, policy or proposal have a detrimental effect on, or benefit, and how?	<p>There is the possibility of a detrimental effect on some young people and families particularly if services are curtailed as a result of any reduction in funding. Some children and young people's voluntary organisations may also receive less support than they do at present if infrastructure support is reduced.</p> <p>There is a statutory requirement to provide a children's rights and advocacy service for Looked After Children and so any service changes would need to ensure continued service delivery.</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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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?				

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"/>
		Please note this is potential.

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>There is still a considerable degree of uncertainty about the precise impact due to the current lack of clarity about how funding to any particular organisation might be reduced. If for example replacement funding is found then there may be minimal impact. With some of the organisations however their viability/sustainability may be compromised.</p> <p>Some of the organisations receive funding from the Council via Priority Programme funding and this is also set to reduce as part of the budget savings.</p> <p>The consultation process was completed early December and it is at this stage that Stage 2 will be completed.</p>

1. Stage 2: What do you know?

What do you know already?

POTENTIALLY AFFECTED ORGANISATIONS

Barnardo's have reported difficulties in recruiting and retaining staff over recent quarters and this has had an evident impact on their presence at local meetings and in the Phoenix office. We have discussed this previously with Barnardo's through the quarterly monitoring process along with the need to review the current operational model. Referrals to the service have been reducing. The Family Worker within the LA team is able to pick up some of the lower level cases and start interventions quicker and some are being referred to the Early Help Offer which is in line with the intentions of both models to develop this area of service.

Of the overall Oldham Phoenix budget of £129,000, funding will need to be re-invested into the internal Council staff team to offset the cost of new staff to support this.

It is anticipated that a contribution between £50,000 and £79,000 against these savings will be made from this area. The remainder of the required savings under budget template EO15, will be found from the VCS organisations detailed below:

Family Group Conference training for a new in-house model is planned at the end of November. Four staff will be attending the training, with a view to them rolling out the delivery of a FGC model in Oldham from early next year.

The Children's Rights Service contract expires in October 2016. A potential joint working opportunity with Tameside and/or Rochdale is being explored.

Homestart work with vulnerable families where there is a child under the age of 5, and offer them befriending and support in improving their family and home situation. The organisation works with some of the Borough's most vulnerable families and is a key element to ensuring a better start in life for children. Of the remaining organisations, we feel that activity delivered by Homestart remains a priority within the wider agenda.

OPAG's deliver of Play Development across the Borough has been funded for many years and has seen many changes. We recently supported OPAG to submit a bid to Community Safety Services which, if they are successful, will see OPAG receive two elements of grant funding over the next two years and will allow them to maintain elements of the play development service.

Voluntary Action Oldham currently provide the network offer of support to VCS organisations working with and supporting children and young people across Oldham. They deliver Level 1 Child Protection awareness training sessions and promote the LSCB e-learning package as well as the LSCB multi agency training calendar. They have a presence at the BSLP, the LSCB and relevant sub-groups.

The role of The Hub is to ensure that the organisations working with children and young people are doing so safely and adhering to relevant guidelines and legislation. Their role is increasingly to support the LSCB with this purpose. The potential for the LSCB to pick up the funding for this project has been discussed, although they too have recently had budget cuts and therefore this requires further discussion.

To summarise, of the organisations detailed above, we know that –

1a) **Barnardos** is a national charity but may wish to consider its operations in Oldham.

1b) Alternative arrangements are being explored for delivery of this service – decommission/partial re-commission

2) **Children’s Rights Service** – there is a statutory requirement to deliver this service. There have been previous reductions to the contract price. Any joint procurement efficiencies would still guarantee a service in Oldham.

3) **OPAG** – are a small local organisation. There have been previous reductions in funding to them. It is likely that ceasing their funding going forward would have an impact on the sustainability of the organisation and would therefore impact on children and families.

4) **Homestart** – if funding to Homestart for their befriending and volunteering service was reduced, then there would be no service delivery in Oldham going forward.

5) **VAO** – Are also in receipt of other Council funding and are exploring options to join with other VAO’s across GM.

What don’t you know?

Individual meetings were scheduled for mid-November to explore in detail with each provider what impact the above funding proposals will have on their service delivery going forward.

Further data collection

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

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?	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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 that this proposal may affect negatively or positively?				
		<input type="checkbox"/>	<input type="checkbox"/>	

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

Consultation information

3a. Who have you consulted with?	<p>We have had meetings with the providers as detailed below:</p> <p>Homestart, VAO and OPAG – Thursday 12th November 2015</p> <p>Barnardo's (Oldham Phoenix) – Thursday 19th November 2015.</p>
3b. How did you consult? (inc meeting dates, activity undertaken & groups consulted)	<p>The Head of Integrated Commissioning, and Planning and Commissioning Manager, held meetings with representatives from each organisation above. The Head of Service Looked After Children also attended the meeting with Barnardo's. The LSCB manager attended the meeting with VAO.</p> <p>During the meetings we discussed the requirement to make savings across a number of funded organisations, and explained that they were amongst a range of projects in the scope for this. We discussed at length the impact a possible reduction in funding would mean as well as non-funding going forward. We asked providers to submit in writing their thoughts around this impact and to explain in more detail what This would mean to their service delivery.</p>

3c. What do you know?

The providers within this proposal have all received reductions in funding over recent years. Through discussions in the meetings, providers made it clear that a further cut would have significant impact on areas of service delivery:

OPAG – report that a reduction in the funding received would mean a reduction in staffing which would impact on existing service delivery and any potential for developing new opportunities as well as applying for other funding. This would have an impact on community cohesion as the number of sessions delivered would be reduced and the focus to encourage greater cohesion would be limited. Activities to encourage play and wellbeing would be lost as outdoor and physical play activities would cease. The funding reduction would have an effect on children’s development as this is integral to OPAGs operations with a range of activities selected to support children’s social, physical, creative and emotional development. OPAG are able to use the funding received from the Local Authority to generate and secure further funding, commissioning and sales of their services. Any reduction in funding from the LA would put the long term sustainability of OPAG at risk.

The Hub – VAO have been funded directly to deliver The Hub for the last 8 months, although the function has historically sat within the organisation for some time. They acknowledge the wider need to protect frontline services and suggested that the partnership and networking functions delivered by the Hub could be embedded into their mainstream service delivery which receives alternative Council funding. However, they do have concerns that if all the funding is cut, then this would impact on the safeguarding work and training they deliver to voluntary organisations working with children, young people and their families. The Hub currently deliver Level 1 training on behalf of the LSCB and offer support to VCS in ensuring they are adhering to the correct policies and procedures and are working with children and young people safely. They also support organisations completing the Section 11 audit, and report that there are around 25% of VCS organisations within the sector currently working to safe practices. There is clearly more work to be done in this area although the LSCB manager present at the meeting did explain that the LSCB is unable as a board to commission services directly in order to achieve this. A reduction in funding would not put the sustainability of VAO at risk, but it would have an impact on staffing, with 1 x FTE likely at risk of redundancy as well as the wider safeguarding of organisations.

Homestart – have delivered a volunteering and befriending service in Oldham for the past few years. They have joined with Stockport and Tameside to ensure a cohesive delivery approach which also reduces multiple management and premise costs across the boroughs. Homestart are able to use the funding received from Oldham to secure other external funding sources and have been able to lever an additional £125,000 of funding into activities within Oldham as a result. Homestart made it clear during the consultation meeting that funding received from the Big Lottery Fund would be at risk if LA funding was lost as it forms part of the wider Oldham project and is counted as match funding towards the BLF contribution. A reduction in funding from Oldham would not put the local Homestart at risk as they have other funding in other areas to deliver services. However, it would have a significant effect on their other funding sources and would mean an impact on their work in the Borough which would likely mean that all opportunities within Oldham

would stop and there would no longer be a presence from Homestart.

Barnardo's – the model of delivery around support for children and young people at risk of, or victims of CSE has radically changed over recent years. As a result, Oldham have been working on developing and strengthening an alternative in-house service model to support these vulnerable young people.

Evidence suggests that this model is working well and offers a more integrated partnership approach to delivery of the service via streamlined management arrangements. It also means that referrals are being assessed and picked up quicker and therefore work and support for the children and young people can commence sooner, meaning an improved offer for them also.

In order to progress with implementing this new delivery model, it is our intention not to renew the current contractual arrangements with Barnardo's which ends on 31 March 2016. We have discussed this with Barnardos and have advised them of our intention in writing. We will be re-investing part of the former Barnardo's funding into the new in-house model and also offering up some monies towards the Council's required financial savings. This cut to funding would not put the sustainability of Barnardo's as a national organisation at risk, however it would mean that their local offer is reduced and they may have to therefore consider their position as a partner within the wider Oldham offer.

The proposal above will allow us to achieve savings of £79,000 from this area of delivery towards the efficiencies required. The remaining £21,000 will be achieved across the remaining 5 activities following further negotiations.

3d. What don't you know?

It is not felt that the achievement of the £100,000 saving will be at the expense of vulnerable children and their families but this will need to be kept under review via strategic partnerships and continued contract monitoring arrangements

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)	Some groups could see a difference in service offer, however, it is hoped that this can be mitigated by ensuring continued service delivery by alternative arrangements
Disabled people	N/A
Particular ethnic groups	N/A
Men or women (include impacts due to pregnancy / maternity)	N/A
People of particular sexual orientation/s	N/A

People in a Marriage or Civil Partnership	N/A
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N/A
People on low incomes	Some groups could see a difference in service offer, however, it is hoped that this can be mitigated by ensuring continued service delivery by alternative arrangements
People in particular age groups	Some groups could see a difference in service offer, however, it is hoped that this can be mitigated by ensuring continued service delivery by alternative arrangements
Groups with particular faiths and beliefs	N/A

3. Stage 4: Reducing / mitigating the impact

4.

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

Safeguarding VCS	We will ensure that any reduced funding provided to VAO next year is directed at working with VCS organisations supporting children, young people and their families and that the safeguarding element within this is maintained.
Children supported by Barnardo's	Children, young people and their families supported by Barnardo's will continue to receive support and interventions through the internal offer and we will monitor this to ensure there is no effect on service delivery or detrimental impact to service users.

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

N/A

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

Activity delivered by Homestart and OPAG will continue to be monitored through their quarterly monitoring process with the Planning and Commissioning Manager.

The Oldham Phoenix offer is monitored through the weekly multi agency team meeting where caseloads are reviewed and ongoing work discussed. The monthly

operational meeting is a wider partner agency meeting where discussion focusses on relevant information including new referrals, identified hot spots and perpetrators, abduction notices, health updates etc, so that partners are aware of what is happening and which cases are open.

Conclusion

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

The overall impact on identified service users will be mitigated through alternative delivery approaches. Funding has been prioritised for those organisations where there is larger impact on their frontline delivery in order to protect service users in the first instance as well as the sustainability of these smaller organisations.

Alternative delivery offers for those at risk of CSE are already in place and therefore there should be minimal changes to those service users who will continue to receive support and interventions.

The majority of the activity delivered by the Hub will be embedded within their mainstream offer and we will ensure that other activity continues, therefore ensuring minimal disruption to VCS organisations across the authority.

5. Stage 5: Signature

Lead Officer: Ed Francis

Date: 07.12.15

Approver signature: Kim Scragg

Date: 07.12.15

EIA review date: January 2016

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

Section 1

Reference:	B004
Portfolio	Co-operatives and Neighbourhoods
Directorate:	Co-operatives and Neighbourhoods
Division:	Environmental Services
Responsible Officer and role:	Carol Brown
Cabinet Member and Cluster :	Cllr B Brownridge – Neighbourhoods and Co-operatives

Title:	Service – Environmental Management – (Parks & Streetscene)
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£7,685k
	Income	£(1,567)k
	Net Expenditure	£6,118k (controllable)
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	185

	2016/17 £k	2017/18 £k
Proposed Financial saving:	100	0
Proposed reduction in FTE's	4	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>A complete review of the structure of the service. In the past the management structure has been reviewed several times to allow for the changes when services have been merged to deliver savings. However, given the pressure to generate further efficiencies the wider consideration of merging Neighbourhood and design functions is proposed. It is the intention to review all positions including manual staff to ensure that any future service is best placed to manage the Councils commitment to managing public open space.</p> <p>There are currently 185 FTE employed within the service covering the following services:-</p> <ul style="list-style-type: none"> • Grounds maintenance • Street cleansing (non-mechanical) • Arboriculture
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- Play maintenance and development
- Sports pitch maintenance & management
- Greenspace development
- Bloom & Grow
- Glasshouse production (public health funded)
- Allotments
- Cemetery management
- Crematorium
- Countryside management & maintenance
- Flytipping removal
- Graffiti removal

Following the introduction of job evaluation, incremental upgrades and budget/staffing reductions, the structure of the manual workforce no longer provides for the most cost effective service.

It is proposed to review and reduce the higher graded positions to deliver further efficiencies.

Over this period work has also transferred to other organisations such as FCHO, H21 and academies with staff in most cases transferring under TUPE regulations. This has left the service with an imbalance in grades of staff which supports the work proposed.

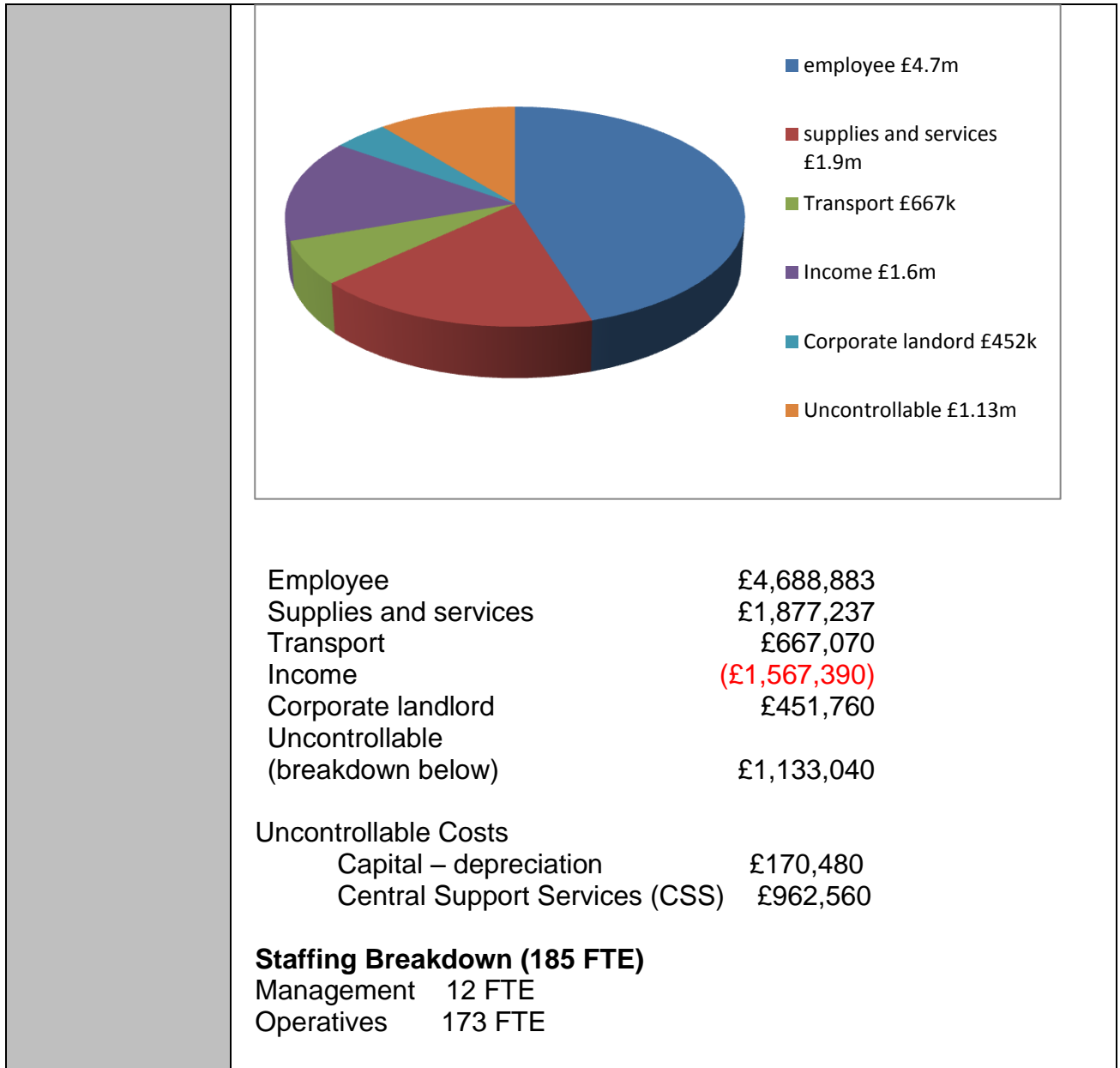
This work will impact on the service that can be delivered and the proposals put forward are in the context of the need to support behaviour change whilst reducing the Council's commitments through cooperative working.

- Fly tipping, dog fouling and litter will be targeted, and a zero-tolerance approach applied to environmental crimes. This will be operated in the context of a supporting improvement and behavioral change programme.
- People will be supported to take greater responsibility for their neighbourhood; people will be expected not to drop litter and to look after their immediate area. Some people will choose to do more, for example, through increasing recycling rates, supporting volunteering, and transferring facilities and open spaces to community ownership. The remaining resources will focus on those services which cannot be delivered by anyone other than the Council, and with a targeted response in those areas of the Borough which fall below acceptable standards.
- Work will be undertaken to examine opportunities to manage the Boroughs green spaces in ways which make them less dependent on an intensive maintenance regime. This will include a full review of land management practices.
- All parks will be maintained to a minimum decent standard.

	<p>We will also have a core network of flagship parks which will be those with the greatest public use e.g. Alexandra Park and Dunwood park where there are grant obligations to be managed.</p> <ul style="list-style-type: none"> • Non-urgent calls to the Council will be used to plan responses. • A review of street litter bins will be undertaken to ensure that provision is best placed to reduce litter across the borough. <p>In addition this work will be supported by a review of the management structure to take into consideration the transfer of staff and workload as previously mentioned. This will inevitably involve merging job roles and responsibilities to match against the evolving district and cooperative agenda, creating a structure that is financially viable and supports the needs of the Council.</p> <p>As a result of this review consideration will also be given to the vehicles, machinery and depot accommodation to flush out any additional reductions and subsequent saving that may be available to achieve the targets allocated.</p>
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>It is anticipated that a saving of £100K will be made however the impact of pay protection would apply (two years protection) where staff are allocated to a lesser graded position. It is proposed that reserves are allocated to support the introduction of the changes.</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>Below is a breakdown showing the controllable, uncontrollable and expenditure profile for the current budget for public open space management and cleaning.</p> <p>The budget shown excludes the Cemeteries and Crematorium function.</p> <p>Total Controllable Budget = £6.1m</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>	4
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
Mandatory – Completion of EIA & Consultation within PVFM timeline	Consultation to be undertaken with staff following TU briefing

Key Risks and Mitigations	
Risk	Mitigating Factor
Public are not informed regarding the benefits of different land management practices eg wildflower plantings etc	Development of wider communications to inform on potential for change

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:
<ul style="list-style-type: none"> As a direct result of the changes made, responsiveness to service requests will need managed and prioritised to limit the impact Land management practices across the borough will continue to be reviewed across the borough to reduce maintenance costs. The introduction of wholesale bulb planting and wildflower meadows has already resulted in large swathes of grass now not receiving its first cut until September. It is planned to work with Districts to gain Member views on preferred land management options.

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

Workforce
<p>Note: <i>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></p> <p>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. Both Union and workforce consultations will take place prior to any implementation.</p>

Communities

- Community's expectations have risen over the years, with the perception that the Council will mow the grass on a two week cycle. Although this has never really been the case, there are areas where the grass is cut at a frequency which has created an expectation which exceeds resource. The engagement of communities in understanding a change in approach and the support of local members is critical to its success.
- Communities will see a greater diversity of landscape that will see grass areas mown less frequently and with the introduction of wildflower and bulb planting to improve habitats and biodiversity it will make the landscape far more attractive, enjoyable and productive.

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 and gain understanding regarding revised service standards.

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	N/A
Staff Consultation	5 October 2015
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:	5690


Cabinet Member Comments and/or approval
Proposals discussed in KIT with Councillor Brownridge and Helen Lockwood

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

Submitted to Finance:	25 August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr Barbara Brownridge
Signed:	
Date:	25 August 2015

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

Section 1

Reference:	B006
Portfolio	Co-operatives and Neighbourhoods
Directorate:	Co-operatives and Neighbourhoods
Division:	Environmental Services
Responsible Officer and role:	Carol Brown
Cabinet Member and Cluster :	Cllr B Brownridge – Neighbourhoods and Co-operatives

Title:	Waste Management – Increasing net income on trade waste collection contracts
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£5,123k
	Income	(£1,256k)
	Net Expenditure	£3,867k (controllable and semi controllable)
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	72

	2016/17 £k	2017/18 £k
Proposed Financial saving:	78	0
Proposed reduction in FTE's	0	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 waste management service collects commercial waste as part of its daily domestic operations and earns income for these collections.</p> <p>The service carries out collections for approx. 30% of businesses in the borough so there is clearly scope for growth.*</p> <p>As such, this proposal is to increase the number of commercial waste contracts we have in order to generate additional income in 2016/17.</p> <p>The only costs that would need to be taken into account are the</p>
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	<p>disposal costs associated with increased tonnages of commercial refuse because the cost/resource to carry out collections is already funded through the waste management revenue budget i.e. we are already driving past these businesses as part of our domestic waste collections so would not need to take on additional vehicles or staff.</p> <p>*Please note, significant work has been carried out to fully understand our cost model and scope for growth, which is ongoing. This proposal is a “quick win” measure which essentially “sweats” existing assets.</p>
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>Financial Impact</p> <p>The below calculations are based on bringing a sales officer in to sell trade waste contracts.</p> <p>The funding for this officer would come from existing budget and the officer would be recruited this financial year (2015/16).</p> <p>The income this officer would bring in has then been off-set against disposal costs for this quantity of contracts to give a net profit/contribution to savings.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;"> <p><u>Additional annual income</u> (i.e. officer would be set target to bring in contracts to this value in 2016/17)</p> </td> <td style="width: 50%; padding: 5px;"> <p><u>Net income</u> (i.e. once disposal costs taken into account on these contracts)</p> </td> </tr> <tr> <td style="text-align: center; padding: 5px;">£150,000</td> <td style="text-align: center; padding: 5px;">£78,000</td> </tr> </table> <p>Net profit/contribution to savings in 2016/17 = £78,000*</p>	<p><u>Additional annual income</u> (i.e. officer would be set target to bring in contracts to this value in 2016/17)</p>	<p><u>Net income</u> (i.e. once disposal costs taken into account on these contracts)</p>	£150,000	£78,000
<p><u>Additional annual income</u> (i.e. officer would be set target to bring in contracts to this value in 2016/17)</p>	<p><u>Net income</u> (i.e. once disposal costs taken into account on these contracts)</p>				
£150,000	£78,000				

<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><i>Additional information as requested at Leadership Star Chamber (20th July) to inform on the financial position of the service current and proposed.</i></p> <p>1) Background – service has always made a small surplus</p> <p>Until April 2014, the waste management service carried out domestic waste collections as a separate activity from commercial waste collections i.e. commercial waste collections used separate vehicles, staff, etc, from domestic collections.</p> <p>Through this arrangement, all costs associated with delivering the commercial waste service (all revenue budget costs and disposal costs) could be clearly identified and off set against income. Unit</p>
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costs demonstrated at this time that the service made a small surplus of £12,000.

The contract cost is required as an upfront payment to reduce any risk of business failure impacting on income.

2) Current position – service now makes a much larger surplus due to operational efficiencies

To achieve identified budget reductions the domestic rounds were realigned and at the same time the trade waste rounds were incorporated into the domestic rounds releasing an efficiency saving of £400,000.

Practically this means that the service is now in a position where the same vehicle passes down a road collecting both trade and household waste effectively putting it in a sound position to maximise the use of the vehicles/staff to generate additional income. If trade waste collection was to cease, the same number of vehicles, staff, etc., would be needed to complete domestic waste collections. The additional capacity released would not enable significant round redesign as the routes and the need to tip off remain the same.

3) Additional financial impacts of ceasing/restricting trade waste collection – potential increase in waste disposal contract costs

The most significant cost associated with commercial waste collections is the disposal costs for the waste collected.

However, this cost is fully covered in the prices charged.

Most importantly though, we pay a reduced rate per tonne compared to our domestic waste (£80 instead of £290).

This reduced price was negotiated through the Waste Disposal Authority in recognition of the fact that if the 4 GM Councils who collect trade waste should stop sending the trade waste tonnage through the PFI contract, all 9 authorities would incur additional costs. Reduced tonnages going through the PFI results in a base levy increase for each of the authorities as there is spare capacity within the contract.

Therefore trade waste tonnages are an integral part of reducing the general waste disposal costs i.e. if we significantly reduce waste streams that have been planned for, our contribution to overall contract costs will increase.

	4) Summary			
	In summary, the service generates a net surplus which can be increased with a minimal staffing investment maximizing the use of existing assets.			
		2014/15	2015/16	2016/17
	Trade	£12k (separate	£146k	£224k
	Waste Service Net surplus	trade waste collection)	(projected net surplus) trade waste collection integrated with household waste collection integral to releasing £400k savings.	(additional £78k)

Economic Impact Summary	
Total net FTE job losses (gains): <i>(including Council, Unity partnership, 3rd sector, other partners, private sector)</i>	1
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	If project approved trade waste post to be recruited to prior to March 2016
Mandatory – Completion of EIA & Consultation within PVFM timeline	N/A

Key Risks and Mitigations	
Risk	Mitigating Factor
Contracts not won within the service	Agreement sought with Rochdale who currently don't offer a trade waste service to extend catchment area

Section 5

What impact might the proposal have on the following?

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

None

Service Delivery and future expected outcomes:

These are basic calculations based on 12 month contracts and as such this savings figure could be lower due to “in-year” contracts. However, to mitigate for this, sales officer would be recruited in this financial year with the target to have these contracts in place by 1st April 2016.

If sales officer began in August 2015 they would need to generate the equivalent of £4,000 a week in contracts to hit these targets for financial year 2016/17.

Organisation (other services)

No organisational impact

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*

No impact on workforce

Communities

No impact on communities

Service Users

Existing service users should remain un affected

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

All partner organisations have the ability to support the Boroughs waste recycling work.

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	N/A
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
Support Officer Contact:	Ellen Marchbank-Smith
Support Officer Ext:	5690

Cabinet Member Comments and/or approval


Proposals discussed in KIT with Councillor Brownridge and Helen Lockwood

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

Submitted to Finance:	25 August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr Barbara Brownridge
Signed:	
Date:	25 August 2015

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

Section 1

Reference:	B007
Portfolio	Co-operatives and Neighbourhoods
Directorate:	Co-operatives and Neighbourhoods
Division:	Community Services
Responsible Officer and role:	Liz Hume, Community Services Strategic Change Manager
Cabinet Member and Cluster :	Cllr B Brownridge – Neighbourhoods and Co-operatives

Title:	Implementing two-year cut-off for spending Ward and Councillor Budgets
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Section 2

2015/16 Budget for the section: <i>(By Response Services)</i>	Expenditure	£613k
	Income	(£0k)
	Net Expenditure	£613k
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:	100	0
Proposed reduction in FTE's	0	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>There is around £500,000 allocated to be spent at a District level - £5,000 per Councillor and £10,000 per ward. Expenditure is agreed via the District Executives.</p> <p>There are a number of projects that have been agreed by the District Executives but where the money has not been spent after two years – this is often where the project cost less than initially budgeted for and/or where the project has been completed by services within the Council but they have not taken the full amount of money allocated to it.</p> <p>This means that there is around £100,000 unspent in the budget from 2010/11, 2011/12 and 2012/13. In addition, there is a further £60,600 that is unspent but has been allocated to projects that</p>
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	<p>should take place in 2015/16.</p> <p>This template proposes that a principle is established whereby any money not spent after two years is regarded as underspend, and is taken as savings.</p> <p>The first application of this principle would be to take the £100,000 unspent from 2010/11, 2011/12 and 2012/13 as a saving.</p>
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>It is proposed that further savings are based on the following:</p> <ul style="list-style-type: none"> - The £100,000 from 2010/11, 2011/12 and 2012/13 underspend is taken immediately as a one-off saving for 2016/17. - For the remaining £60,600 that has been allocated but has not been spent from 2010/11, 2011/12 and 2012/13, it is proposed that the Districts are given until 31 March 2016 to complete the projects attached to this funding – any funding still remaining on this date would then be taken as a saving. - For the £284,000 unspent from 2013/14, that any that is still unspent on 31 March 2016 is taken as a saving. - That we now initiate a rolling programme of taking funding as savings as it becomes two years old – so anything unspent from 2014/15 would be taken as a saving at the end of 2016/17, and so on. - That, where there is a genuine need to roll money on for longer than two years (e.g. to ‘save up’ for a particularly expensive project), a business case is put to the capital programme board and agreement is reached to transfer the funding into the capital pot to hold it for a longer period of time.
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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>It should be noted that £200,280 of the Member and ward-based expenditure is currently funded by the Public Health Transformation Fund on cost centre 12003. We have received no information to suggest that this is likely to reduce, but if it were to do so then this would create an additional pressure.</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>	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

<u>Key Milestones</u>	
Milestone	Timescale
Consult Cabinet members on proposal	September 2015
Consult ward members on proposal	September 2015
Agree final proposal	October 2015
Final proposal implemented	April 2016
Mandatory – Completion of EIA & Consultation within PVFM timeline	*Proposal unlikely to be relevant for EIA

<u>Key Risks and Mitigations</u>	
Risk	Mitigating Factor
Cabinet members and ward members do not want funding that has not been spent for two years or more to be taken as a saving.	Initial discussions with the Cabinet members responsible for this area were positive

Section 5

What impact might the proposal have on the following?

<u>Property Implications</u> <i>ie closures, maintenance costs, transfer of Assets, property savings, etc</i>	None
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Service Delivery and future expected outcomes:

None – any priority projects that need to happen this year could still be funded from the current year's allocation

Organisation (other services)

None

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

None

Communities

None – any priority projects that need to happen this year could still be funded from the current year's allocation

Service Users

None – any priority projects that need to happen this year could still be funded from the current year's allocation

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

None

Section 6**Supplementary Information****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 considered necessary
Staff Consultation	Not considered necessary
Public Consultation	Not considered necessary
Service User Consultation	Not considered necessary
Any other consultation	Not considered necessary

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:	Liz Hume
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Support Officer Contact:	Ellen Marchbank-Smith
Support Officer Ext:	5690


Cabinet Member Comments and/or approval
Proposals discussed in KIT with Councillor Brownridge and Helen Lockwood

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

Submitted to Finance:	12 August 2015
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Section 10

Approval by Cabinet Member

Cabinet Member:	Cllr Barbara Brownbridge
Signed:	
Date:	12 August 2015

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

Section 1

Reference:	B011
Portfolio	Neighbourhoods & Co-operatives
Directorate:	Neighbourhoods & Co-operatives
Division:	Community Services
Responsible Officer and role:	Jill Beaumont, Director of Community Services
Cabinet Member and Cluster :	Barbara Brownridge – Neighbourhoods & Co-operatives

Title:	Universal Youth – revised model of delivery
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£325k
	Income	£0k
	Net Expenditure	£325k
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	11(5 in detached youth team and 6 in district youth team)

	2016/17 £k	2017/18 £k
Proposed Financial saving:	175	
Proposed reduction in FTE's	4	

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 original partnership agreement with Mahdlo committed the Council to providing resource up to and not above £400,000 either by in kind resource (staffing) or monetary value. A new commission was implemented as of April 2015 that continued the same contract value as previously agreed.</p> <p>The new contract with Mahdlo also incorporated the delivery of the Council's universal youth offer by seconding the District Youth Development staff and the Detached Youth Team for an initial period of 12 months. The Council have continued to fund these staff at a cost of £325,000.</p>
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	<p>There is an ambition to continue to have a District youth Offer however it is not possible to continue to fund provision at the current level.</p> <p>It is now therefore proposed that we discuss with Mahdlo splitting the cost of the District youth staff and the detached team between the Council and Mahdlo.</p> <p>We have therefore presented options to Mahdlo proposing that they take on staff with an additional £175,000 on top of their existing contract to support this. This splits the cost of maintaining the offer with Mahdlo – the details of how this will be implemented in practice are currently being worked through with Mahdlo.</p> <p>Of the current expenditure of £325,000, this leaves £150,000 that can be taken as a saving. On top of this, there is a budget for a vacant post that we do not propose to fill, meaning that the total saving offered is £175,000.</p> <p>Update 26 August 2015 Confidential report taken to the Mahdlo Board on 20 August. The options were considered, and in principle Mahdlo have a preferred option to continue to deliver a District and detached youth offer on a revised budget of £175,000 rather than the existing £325,000. This reduction is achievable without removing a District offer as they have already started to contribute to the District delivery model using their own staff. The District Youth Development role was established initially to increase capacity and grow the voluntary sector offer for young people. For most areas, this has been successful and therefore no longer requires a full-time member of staff for each District.</p> <p>This option would result in Council staff redundancies. However, some staff since their secondment have expressed a preference to look at alternative opportunities.</p>
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<p><u>Proposed Savings £k:</u> <i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>£175,000 recurrent</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>It should be noted that £30,000 of the service is currently funded by the Public Health Transformation Fund. We have received no information to suggest that this is likely to reduce, but if it were to do so then this would create an additional pressure.</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>	4
Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i>	None
Type of impact on partners	Neutral or marginal

Section 4

<u>Key Milestones</u>	
Milestone	Timescale
Discussions with Mahdlo to determine how this change in approach would work in practice	August 2015
Formal decision on progressing with this option	September 2015
Public consultation	September 2015- December 2015
Staff consultation	September 2015- December 2015
Decision implemented	April 2016

<u>Key Risks and Mitigations</u>	
Risk	Mitigating Factor
Potential unforeseen impacts of achieving the saving are identified in discussion with Mahdlo	Discussions with Mahdlo will take place before the final decision is taken

Section 5

What impact might the proposal have on the following?

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

None

Service Delivery and future expected outcomes:

To be identified in discussion with Mahdlo

Organisation (other services)

Mahdlo will be asked to take on the District youth offer with reduced funding.

4th November 2015 update – Discussions with Mahdlo have resulted in the District Youth Offer being revised by the Council to make the reduction in staffing and to establish the 2 Borough wide roles. This will not impact on Mahdlo.

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

None

4th November 2015 Update – Consultation with staff has resulted in the two remaining roles within Youth Development changing. Staff have been engaged in revising the job descriptions and person specifications – this will result in a Borough Youth Development role and a Borough wide Training and development role.

Communities

To be identified in discussion with Mahdlo

4th November 2015 update – Mahdlo are continuing to offer one session in each District

Service Users

To be identified in discussion with Mahdlo

4th November 2015 update – no impact

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

None

Section 6

Supplementary Information

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 considered necessary as no impact on Council staff Update 4th November 2015 – Reduction in staff from 6 to 2 has resulted in consultation with the Unions on 5 th October 2015
Staff Consultation	Not considered necessary as no impact on Council staff Update 4th November 2015 – Staff consultation commenced on the 6 th October for 45 days
Public Consultation	Not considered necessary at this stage but may be reviewed following discussions with Mahdlo
Service User Consultation	Not considered necessary at this stage but may be reviewed following discussions with Mahdlo
Any other consultation	Update 4th November 2015 - Consultation with Mahdlo Board 15 th October 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	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:	Yes
EIA to be completed by:	Liz Hume
By:	14 th October 2015

Section 9

Responsible Officer:	Jill Beaumont
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Support Officer Contact:	Beckie Wylie Rothwell
Support Officer Ext:	4089


Cabinet Member Comments and/or approval	
Proposals discussed in KIT with Councillor Brownridge and Helen Lockwood	

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

Submitted to Finance:	4 th November 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr Brownridge
Signed:	
Date:	26 th August 2015
	4 th November 2015

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	

Equality Impact Assessment Tool

B011 Universal Youth – revised model of delivery

Stage 1: Initial screening

Lead Officer:	Liz Hume
People involved in completing EIA:	Liz Hume, Jill Beaumont, Angela Longsden
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

General Information

1a	Which service does this project, policy, or proposal relate to?	Youth Development and Detached Youth
1b	What is the project, policy or proposal?	<p>Staff were seconded from both the Youth Development and Detached Youth teams to Mahdlo as a pilot piece of work, which would enable closer working to create a delivery model which will deliver our joint aspirations. Although we have made progress with this, it is anticipated that the work will take longer and therefore it is proposed to extend the secondment arrangements for those staff for a further 12 month period i.e. up to 31 March 2017.</p> <p>The Detached Youth team currently has a budget for 12 hours sessional activity which is occasionally used on an ad-hoc basis to pay casual staff to run individual sessions. It is proposed to remove this budget.</p> <p>In addition, early engagement with the Youth Development staff team identified the need to review the number of youth development workers and their role and responsibilities.</p> <p>To achieve this saving would mean a reduction in youth development workers from 6 to 2, with the remaining 2 roles focussing on either staff and provider training or Borough-wide development of</p>

		the voluntary and community sector offer.
1c	What are the main aims of the project, policy or proposal?	<p>The main aims are to:</p> <ul style="list-style-type: none"> • Reduce the overall budget to meet budget reductions across the Council • Maintain a good level of Youth Support by achieving reductions through working more effectively with other potential providers, particularly the voluntary and community sector, therefore minimising impact on front-line delivery.
1d	Who, potentially, could this project, policy or proposal have a detrimental effect on, or benefit, and how?	<p>The nature of the Youth Development role means that the intensive need for it reduces over time, as capacity to deliver youth activities across the Borough is built up through the voluntary sector. We have now reached a point where the staff in the service believe that the function can be effectively fulfilled by two staff operating Borough-wide, in the roles described above. We would therefore not anticipate a detrimental effect on front-line delivery from this proposal.</p> <p>The following provide examples of the type of work undertaken by the team, demonstrating the sustainable nature of the work and the reducing need for involvement from staff as time goes on.</p> <p>Time Out Club: Children and Young People’s provision Approached by a member of the community to discuss setting up a youth provision on Crossley Estate. Supported them with governance for example: constitution, policies and procedures, risk assessment, best practice, sign posted to VAO, signposted and supported with funding opportunities, proof reading funding applications etc. Regular meetings and general support when required and offer advice on any issues arising (signposted to Blue Orchid). Donated resources from the youth centre. The group now has the skills and resources to operate effectively.</p> <p>Chadderton Boxing Club Signposted funding opportunities and supported Kerrching bid, which was successful as the funding was aimed at increasing opportunities for local young people to access the provision and to create targeted sessions. Made enquiries on behalf of the boxing club to explore opportunities for an apprenticeship. Made contact with a Council Officer from ‘Get Oldham Working’ and linked them with</p>

		<p>the boxing club (successful outcome with Boxing Club being supported to recruit an apprentice). Again, this was a time-limited piece of work that has now increased the Boxing Club's capacity to operate effectively.</p> <p>The continued benefit of maintaining one development post is to continue providing support for active community members to increase provision in their local area, with support to develop their skills and confidence to become an established group. Resources can still be applied for from the respective District Executives and Mahdlo to cover costs such as set-up, room hire, community / voluntary organisations to initially support early sessions of a new group, training materials, etc. Whilst external grants can then be sought to enable long term sustainability, e.g support groups to seek out external funding both locally (e.g. Voluntary Action Oldham) and nationally.</p> <p>The second proposed new post will focus on training and quality assurance – this will ensure that community providers are supported to deliver high quality provision. This strengthens this aspect of the role compared to the current offer.</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/Minimal	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?				
<i>E.g. vulnerable residents, homeless people, individuals at risk of loneliness, carers or serving and ex-serving members of the armed forces</i>		<input 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?	At this stage we believe it is possible to deliver the savings through efficiencies that will not impact significantly on front-line delivery. However, we will keep the position under review as the consultation with staff progresses and review if any potential issues emerge and complete a full EIA if needed.

Stage 5: Signature
Lead Officer: Liz Hulme Date: 07/12/15
Approver signature: Jill Beaumont Date: 07/12/15
EIA review date: October 2016

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

Section 1

Reference:	B020
Portfolio	Co-operatives and Neighbourhoods
Directorate:	Neighbourhoods
Division:	Community Safety Services
Responsible Officer and role:	Haydn Roberts Head of Community Safety Services
Cabinet Member and Cluster :	Cllr B Brownridge: Neighbourhoods and Co-operatives

Title:	Community Safety Services Income Target
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£699k
	Income	(£0k)
	Net Expenditure	£699k
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	8.5

	2016/17 £k	2017/18 £k
Proposed Financial saving:	50	0
Proposed reduction in FTE's	0	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>Community Safety Services works in partnership with both statutory and community partners. The Service has undertaken an environmental scanning process of legislation and crime prevention opportunities which has been matched to a skills audit and a professional development process covering Community Safety Services staff which has identified an opportunity to provide a range investigative and crime prevention services to both internal and external customers on a payment/contractual basis. This means Community Safety has the opportunity to generate income from a number of sources.</p> <p>The following opportunities have been identified for income</p>
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	<p>generation in 2016/17:</p> <ul style="list-style-type: none"> • Providing Crime Impact Statements to support planning applications • Securing Criminal Behaviour Orders/Premises Closure Orders • Investigating potential fraudulent insurance claims against the Council • Provision of specialist domestic violence services • Provision of specialist resources to prevent organised crime
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<p>Proposed Savings £k: <i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>Generation of £50k additional income</p>
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<p>Further Financial Implications & Considerations <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i></p>	<p>The professional development/staff attending relevant courses/obtaining accreditation has already been undertaken so there is no additional financial investment required to generate this income.</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>	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
Development of a reporting framework/monitoring process so that customers can monitor the progress of tasks.	October 2015

Key Risks and Mitigations	
Risk	Mitigating Factor
Loss of trained/accredited staff	Succession plan developed

Section 5

What impact might the proposal have on the following?

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

The proposal makes use of existing assets which are already covered within the existing budget and recharges.

Service Delivery and future expected outcomes:

Service delivery will be unaffected.

Organisation (other services)

None

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*

Staff will be undertaking a range of interventions which will enable them to use their specialist skills which should enhance their role and job satisfaction.

Communities

Communities are concerned about crime and disorder issues. This approach, supporting partners to tackle these issues, will improve community safety which will be a positive impact for communities.

Service Users

Service users will see their issues and complaints made to both the Council and Partners dealt with in a more proactive way.

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

Partner Agencies will be able to purchase specialist skills and services from a provider who is embedded in the area and can respond to their needs.

Section 6

Supplementary Information

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 required
Staff Consultation	Consulted within recent redundancy process
Public Consultation	Not required
Service User Consultation	Partner Agencies/Potential Customers consulted
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	No

undergone a process or part of a process of gender reassignment	
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:	Haydn Roberts
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Support Officer Contact:	Beckie Wylie Rothwell
Support Officer Ext:	4089

Cabinet Member Comments and/or approval


Proposals discussed in KIT with Councillor Brownridge and Helen Lockwood

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

Submitted to Finance:	25 August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr B Brownridge
Signed:	
Date:	25 August 2015

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

Section 1

Reference:	B021
Portfolio	Co-operatives and Neighbourhoods
Directorate:	Community Services
Division:	Early Help
Responsible Officer and role:	Debbie Holland, Early Help Service Manager
Cabinet Member and Cluster :	Cllr B Brownridge Neighbourhoods and Co-operatives

Title:	Early Help Children's Centre Officer post
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£5,129 k
	Income	(£1,589k) (incl £1,500k PH Transformation Fund)
	Net Expenditure	£3,540k (Total Early Help)
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	33.5

	2016/17 £k	2017/18 £k
Proposed Financial saving:	11	0
Proposed reduction in FTE's	0.5 FTE	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>This is a 0.5 FTE reduction to Children's Centre Officer's within Early Help; there are currently 4.5 posts. A proposal to not filling the vacancy will give a saving. The Children's Centre Officers provide capacity for delivery at 0-4 until the new contract for Children's Centres begins April 2016. The Children's Centre have access to the broader Early Help offer so there will be no reduction in service.</p>
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Proposed Savings £k: <i>Through efficiency, income generation, transformation, decommissioning, etc</i>	£11k
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Further Financial Implications & Considerations <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	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>	0.5fte
Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i>	none
Type of impact on partners	Neutral or marginal

Section 4

Key Milestones	
Milestone	Timescale
Resignation already received, post will not be filled	
Mandatory – Completion of EIA & Consultation within PVFM timeline	

Key Risks and Mitigations	
Risk	Mitigating Factor
None identified	

Section 5

What impact might the proposal have on the following?

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

None

Service Delivery and future expected outcomes:

None

Organisation (other services)

None

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*

None

Communities

None

Service Users

None

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

None

Section 6

Supplementary Information

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 considered necessary
Staff Consultation	S188 Consultation date 5 October 2015
Public Consultation	Not considered necessary
Service User Consultation	Not considered necessary
Any other consultation	Not considered necessary

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:	Debbie Holland
Support Officer Contact:	Ellen Marchbank-Smith
Support Officer Ext:	5690


Cabinet Member Comments and/or approval
Proposals discussed in KIT with Councillor Brownridge and Helen Lockwood

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

Submitted to Finance:	25 August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr Barbara Brownridge
Signed:	
Date:	25 August 2015

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

Section 1

Reference:	B022
Portfolio	Co-operatives and Neighbourhoods
Directorate:	Co-operatives and Neighbourhoods
Division:	Community Services
Responsible Officer and role:	Jill Beaumont, Director of Community Services
Cabinet Member and Cluster :	Cllr B Brownridge – Neighbourhoods and Co-operatives

Title:	Music service budget reduction of £25,000
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Section 2

2015/16 Budget for the section: <i>(By Response Services)</i>	Expenditure	£1,494k
	Income	(£1,593k)
	Net Expenditure (controllable)	(£99k)
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	29.34

	2016/17 £k	2017/18 £k
Proposed Financial saving:	25	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>	The Music Service is currently operating at around a £44,000 surplus due to the extra grants and other income it is able to generate in year. However, this is not guaranteed to continue. It is, however, likely that some form of grants or income will continue to be generated in future years as this is a marketable service.
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Proposed Savings £k: <i>Through efficiency, income generation, transformation, decommissioning, etc</i>	£25,000 It is proposed that the mainstream budget for the Music Service is reduced by £25,000 – this gives the Service the option of taking a flexible approach to achieving this saving depending on whether they are able to identify further income, or whether they need to make efficiencies within the service to reduce their operating budget.
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Further Financial Implications & Considerations <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	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
Ask service to identify delivery plan for implementing the reduction	August 2015
Consult Cabinet members on proposal	September 2015
Agree final proposal	October 2015
Final proposal implemented	April 2016
Mandatory – Completion of EIA & Consultation within PVFM timeline	*Proposal unlikely to be relevant for EIA

Key Risks and Mitigations	
Risk	Mitigating Factor
Income is not guaranteed	By making a reduction in the mainstream budget rather than an

	income target, flexibility is maintained for alternative options for achieving the saving
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Section 5

What impact might the proposal have on the following?

<u>Property Implications</u> <i>ie closures, maintenance costs, transfer of Assets, property savings, etc</i>	None
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<u>Service Delivery and future expected outcomes:</u>
Depending on detailed delivery plan.

<u>Organisation (other services)</u>
None

<u>Workforce</u> <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>
Depending on detailed delivery plan.

<u>Communities</u>
None

<u>Service Users</u>
Depending on detailed delivery plan worked up in August

<u>Partner Organisations (Public & Private) inc Third Sector (Voluntary, Faith & Third Party Organisations)</u>
None

Section 6

Supplementary Information

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 considered necessary
Staff Consultation	Not considered necessary
Public Consultation	Not considered necessary
Service User Consultation	Not considered necessary
Any other consultation	Not considered necessary

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:	Jill Beaumont
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Support Officer Contact:	Beckie Wylie Rothwell
Support Officer Ext:	4089

Cabinet Member Comments and/or approval


Proposals discussed in KIT with Councillor Brownridge and Helen Lockwood

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

Submitted to Finance:	25 August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr B Brownridge
Signed:	
Date:	25 August 2015

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

Section 1

Reference:	B023
Portfolio	Co-operatives and Neighbourhoods
Directorate:	Co-operatives and Neighbourhoods
Division:	Community Services
Responsible Officer and role:	John Rooney – Head of Housing & Response Services
Cabinet Member and Cluster :	Cllr B Brownridge – Neighbourhoods & Co-operatives

Title:	Income from Deed of Variation Agreement
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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	N/A
	Net Expenditure	N/A
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	

	2016/17 £k	2017/18 £k
Proposed Financial saving:	250	0
Proposed reduction in FTE's	0	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>In 2013, the Council entered into a Deed of Variation Agreement with Housing & Care 21 in relation to works required as part of an existing Public Finance Initiative contract to upgrade existing sheltered housing. As part of this Deed of Variation, there is an agreement from Housing & Care 21 to make a one-off payment to the Council's General Fund by 31 March 2016 in lieu of specification changes.</p> <p>It is proposed that the £1M is set aside in an earmarked reserve in accordance with the agreed Council Policy on Reserves and £250k is drawn down per year from 2016/17 to 2019/20 into the Neighbourhoods & Co-operatives budget.</p>
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Proposed Savings £k: <i>Through efficiency, income generation, transformation, decommissioning, etc</i>	The proposed income arising per year from 2016/17 to 2019/20 will be £250k for 4 years. At the end of this period, confirmed review will be undertaken within Housing to determine whether the recurring requirement on the revenue budget can be financed.
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Further Financial Implications & Considerations <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	The saving is guaranteed for a period of 4 years.
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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
Receipt of funding from Housing & Care 21 and placement in an earmarked reserve	By March 2016

Key Risks and Mitigations	
Risk	Mitigating Factor
Not receiving £1m from Housing & Care 21	Remote as is included as key element in Deed of Variation Agreement

Section 5

What impact might the proposal have on the following?

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

None

Service Delivery and future expected outcomes:

None

Organisation (other services)

None

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*

None

Communities

None

Service Users

None

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

None

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	N/A
Staff Consultation	N/A
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:	John Rooney
Support Officer Contact:	Beckie Wylie Rothwell
Support Officer Ext:	4089

Cabinet Member Comments and/or approval


Proposals discussed in KIT with Councillor Brownridge and Helen Lockwood

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

Submitted to Finance:	25 August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr B Brownridge
Signed:	
Date:	25 August 2015

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

Section 1

Reference:	B024
Portfolio	Co-operatives & Neighbourhoods
Directorate:	Co-operatives & Neighbourhoods
Division:	Community Services
Responsible Officer and role:	Sheena MacFarlane, Head of Heritage, Libraries & Arts
Cabinet Member and Cluster :	Cllr B Brownridge - Neighbourhoods and Cooperatives

Title:	Libraries options
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure Service (PFI)	£2,724k– incl £250,000 contribution from PH Transformation Fund
	Income	(£403k)
	Net Expenditure	£2,321k
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	59.39

	2016/17 £k	2017/18 £k
Proposed Financial saving:	20	0
Proposed reduction in FTE's	0	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>Considerable progress has been made over recent years to modernise the library service improving access and customer focus whilst achieving operational efficiencies. This has resulted in improvements to the library environment, introduction of new technology, flexible deployment of staff supported by staff training, and a wider range of Council and Partner services being offered via the library service.</p> <p>There are four key priority areas for the service are detailed in the Library Service Five Year Strategic Plan:-</p> <ul style="list-style-type: none"> • Books and reading – to provide access to a broad and balanced book stock and a range of activities to engage
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	<p>readers</p> <ul style="list-style-type: none"> • Information – to provide access to a high-quality information service • Learning – to provide access to informal learning opportunities • Community space and engagement – to provide a welcoming space for community use and a commitment to the provision of a needs based library service through community engagement <p>The Strategic Plan has been recently refreshed and will continue to guide the efficiency and modernisation work. The proposals in the following section are in line with the Strategic Plan.</p> <p>In June 2014 Leadership Star Chamber potential reductions affecting the library service were proposed but not progressed. It is proposed that these are revisited and considered again.</p>
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>Reducing staffing requirement for Limehurst Library by increasing community support/volunteer delivery. The Library is housed in a multi-use site owned and operated by Regenda who see the Library Service as a key community partner. The Library was recently remodelled with a capital investment from Regenda to facilitate community use and activities are now taking place there outside of library hours. The required saving of £20,846 has already been identified for 2016/17 and would not impact on library or community delivery.</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 would be no saving from premises costs and no loss of staff posts.</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>	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

<u>Key Milestones</u>	
Milestone	Timescale
Consultation with staff Implementation	September – December 2015 April 2016

<u>Key Risks and Mitigations</u>	
Risk	Mitigating Factor
Reputational damage coming from proposals as it is a very emotive topic.	Consultation must be thorough and comms messaging carefully planned.

Section 5

What impact might the proposal have on the following?

<u>Property Implications</u> <i>ie closures, maintenance costs, transfer of Assets, property savings, etc</i>	None
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Service Delivery and future expected outcomes:

The proposals have the potential to increase access to library services by extending opening hours with community partners at Limehurst Library and reaching new audiences through remodelling of the library offer.

Organisation (other services)

None

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

The staff saving for Limehurst Library has been identified from elsewhere in the service and will avoid a redundancy situation.

Communities

Proposals will require some additional input from communities and volunteers.

Service Users

There is the potential to engage service users more closely with the service as delivery partners.

Access and Quality are important criteria for the library service and measures will be put in place to ensure that neither issue is compromised.

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

The service will continue to work with a range of community and professional partners to increase access to library services and new partnerships are being explored as part of this process.

Section 6

Supplementary Information

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	15 September 2015
Staff Consultation	15 & 16 September 2015
Public Consultation	On-going
Service User Consultation	On-going
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:	Sheena MacFarlane
Support Officer Contact:	Beckie Wylie Rothwell
Support Officer Ext:	4089

Cabinet Member Comments and/or approval


Proposals discussed in KIT with Councillor Brownridge and Helen Lockwood

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

Submitted to Finance:	25 August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr Barbara Brownridge
Signed:	
Date:	25 August 2015

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

Section 1

Reference:	B025
Portfolio	Cooperatives and Neighbourhoods
Directorate:	Cooperatives and Neighbourhoods
Division:	Community Services
Responsible Officer and role:	Sheena MacFarlane Head of Heritage, Libraries & Arts
Cabinet Member and Cluster :	Cllr B Brownridge - Neighbourhoods and Cooperatives

Title:	Library Single Staffing Pilot
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£2,724k
	Income	(£403k)
	Net Expenditure (controllable)	£2,321k– incl £250,000 contribution from PH Transformation Fund
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	55.39

	2016/17 £k	2017/18 £k
Proposed Financial saving:	11	0
Proposed reduction in FTE's	0.5 fte	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>Considerable progress has been made over recent years to modernise the library service improving access and customer focus whilst achieving operational efficiencies. This has resulted in improvements in the library environment, introduction of new technology, flexible deployment of staff and staff training, and a wider range of Council and partner services being offered via the library service.</p> <p>There are four key priority areas for the service are detailed in the Library Service Five Year Strategic Plan:-</p> <ul style="list-style-type: none"> • Books and reading – to provide access to a broad and balanced book stock and a range of activities to engage readers
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	<ul style="list-style-type: none"> • Information – to provide access to a high-quality information service • Learning – to provide access to informal learning opportunities • Community space and engagement – to provide a welcoming space for community use and a commitment to the provision of a needs based library service through community engagement <p>The Strategic Plan has been recently refreshed and will continue to guide the efficiency and modernisation work. The proposal detailed in the section below is in line with the Strategic Plan.</p>
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>The introduction of single staffing or reducing staffing requirements by co-staffing with volunteers or community members.</p> <p>Historically the number of staff on duty at a library would be determined by how many visitors the library received and the size and layout of the building. Since 2011 the service has been operating more efficiently through a reworking and rationalisation of rotas and the use of QPredict to analyse the nature of frontline activities. The introduction of a new Library Management System, RFID self-service, Library App and the transfer of telephony to the Customer Contact Centre has achieved further staffing efficiencies. The Library service is now in a position to implement a model of single staffing at appropriate sites. This would be introduced when the level of business did not justify additional staff resource and/or where co-location or the use of volunteers make single staffing feasible.</p> <p>The proposal is to introduce single staffing as a pilot at Greenfield Library which is a part time library, open 20 hours per week, and where customer facing transactions are not at a level to merit two members of staff on duty at all times. By reducing to single staffing, we can maintain the viability of the library despite its relatively low usage.</p> <p>Single staffing is not uncommon in libraries however arrangements as to how it is implemented may be different for different locations in order to reflect operational issues and levels of community needs and engagement. Thus, this proposal is regarded as a pilot. A full risk assessment will be undertaken, and the lone working policy will be updated to apply to this specific site.</p> <p>In recent years the Library service has made significant progress in rationalising rota patterns to maximise the flexibility of the library workforce. Two anomalous part-time posts remain (11.5 hour and an 8 hour). It is proposed that these posts are brought</p>
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	together in to one 0.5 fte post.
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Further Financial Implications & Considerations <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	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>	0.5 fte
Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i>	
Type of impact on partners	Neutral or marginal

Section 4

Key Milestones	
Milestone	Timescale
Mandatory – Completion of EIA & Consultation within PVFM timeline	
Consultation with service users and community partners	August- September 2015
Consultation with staff	September – December 2015
Implementation	April 2016

Key Risks and Mitigations	
Risk	Mitigating Factor
Trade Union queries, particularly in relation to lone working	Early consultation with TU reps regarding revised arrangements.
Health & Safety objections	Initial consultation with H&S and good practice research in the library sector indicate that single staffing is feasible at Greenfield. Risk assessments will be undertaken.

Section 5

What impact might the proposal have on the following?

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

None. Current property management arrangements will continue although there may be a need for additional community/volunteer keyholders. Any proposed changes to procedures will be risk assessed and the Council's Asset Management section consulted.

Service Delivery and future expected outcomes:

The proposals have the potential to increase access to library services in the longer term by extending opening hours with community partners.

Organisation (other services)

None

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*

Deletion of 0.5 fte Library Assistant post. This is a generic post and there are currently sufficient vacancies within the service to prevent a redundancy situation.

Although sufficient vacancies are available within the service the merger of the 2 anomalous posts in to one 0.5 fte might result in redundancy situation due to inability to accommodate preferred working patterns.

Any changes to procedures or working environment will be risk assessed.

Communities

The proposal will be scoped to meet community needs and appropriate consultation and equality impact assessments will be undertaken.

The proposals might require some additional input from community and volunteers.

Service Users

No reduction in access to, or quality of, service is anticipated. There is the potential to engage service users more closely with the service as delivery partners.

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

None

Section 6

Supplementary Information

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	15 September 2015
Staff Consultation	15 & 16 September 2015
Public Consultation	On-going
Service User Consultation	On-going
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:	Sheena MacFarlane
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Support Officer Contact:	Beckie Wylie Rothwell
Support Officer Ext:	4089

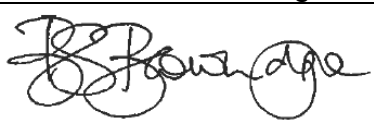
Cabinet Member Comments and/or approval
Proposals discussed in KIT with Councillor Brownridge and Helen Lockwood

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

Submitted to Finance:	25 August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr Barbara Brownridge
Signed:	
Date:	25 August 2015

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

Section 1

Reference:	B026
Portfolio	Co-operatives and Neighbourhoods
Directorate:	Co-operatives and Neighbourhoods
Division:	Community Services
Responsible Officer and role:	Sheena Macfarlane Head of Heritage, Libraries & Arts
Cabinet Member and Cluster :	Cllr B Brownridge: Neighbourhoods and Co-operatives

Title:	Review of Library at Home Service
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£2,724k
	Income	(£403k)
	Net Expenditure	£2,321k– incl £250,000 contribution from PH Transformation Fund
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	59.39

	2016/17 £k	2017/18 £k
Proposed Financial saving:	22	33
Proposed reduction in FTE's	1 fte	1 fte

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>Considerable progress has been made over recent years to modernise the library service improving access and customer focus whilst achieving operational efficiencies. This has resulted in improvements in the library environment, introduction of new technology, flexible deployment of staff and staff training, and a wider range of Council and partner services being offered via the library service.</p> <p>There are four key priority areas for the service as detailed in the Library Service Five Year Strategic Plan:-</p> <ul style="list-style-type: none"> • Books and reading – to provide access to a broad and
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	<p>balanced book stock and a range of activities to engage readers</p> <ul style="list-style-type: none"> • Information – to provide access to a high-quality information service • Learning – to provide access to informal learning opportunities • Community space and engagement – to provide a welcoming space for community use and a commitment to the provision of a needs based library service through community engagement <p>The Strategic Plan has been recently refreshed and will continue to guide the efficiency and modernisation work. The proposals in the following section are in line with the Strategic Plan and good practice in the library sector.</p>
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>Review of the Home Library Service (Total service costs 55k)</p> <p>The Library At Home service includes the Home Library Service which provides books to housebound customers in their own home every 4 weeks, the Talking Book Service which is a postal service for visually impaired customers, and the Residential Homes Service which provides books to 53 elderly person's homes and 2 hostels every 13 weeks. In recent years the Library Service has explored more efficient ways of delivering this service through outsourcing or via the recruitment of volunteers neither or which proved to be viable. A third model has been explored which includes;-</p> <p>Decentralisation of the Home Library Service (HLS) to community libraries supported by volunteers recruited locally to deliver resources to customers. This model is feasible as it utilises capacity at community libraries and offers more potential for recruiting volunteers through local contacts and the opportunity for people to give their time to their locality rather than working across the borough for a centralised service. The saving is achieved in two phases in order to accommodate the recruitment and training of volunteers.</p> <p>Re-design of Talking Book Service (TBS) moving away from the current bespoke postal service to an offer based on digital provision and community engagement. A key driver for this re-design is changes to the availability of resources; the only provider of talking books on cassette ceased producing this format in March 2015. Customers also have the option of subscribing to the National Library for the Blind talking books service (which is charged for) or downloading their own material. The re-designed TBS would involve upskilling VIP users to make the most of digital options and enabling users to interact more with library services through workshops, reader development and</p>
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	<p>social activities at the library. In essence, we are proposing that the service would move from a postal delivery service to a more holistic VIP offer meeting a range of reading, learning and well-being needs and in line with good practice and 'The Six Steps to Library Service for Blind and Partially-Sighted People' (Society of Chief Librarians and Share The Vision initiative). In implementing the proposal, we will research good practice and will explore opportunities to ease customers in to the new offer.</p> <p>There are no proposals to change the Residential Homes service at this time.</p> <p>2016/17 reductions =£21,780 (reductions associated with decentralisation) 2017/18 saving = £32,800 (reductions associated with volunteer delivery)</p> <p>This will remove the entire Home Library service budget.</p> <p>Collectively, these options promote co-operative objectives by supporting and encouraging people to develop the skills to become more self-reliant, but also to engage more with their library and community.</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>Failure to recruit sufficient volunteers to delivery the Home Library Service in Phase 2 will not jeopardise the initial saving from decentralisation.</p> <p>Any investment in technology associated with the modernisation of the Talking Book Service will be met by Library budget.</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>	2 fte
Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i>	
Type of impact on partners	Neutral or marginal

Section 4

<u>Key Milestones</u>	
Milestone	Timescale
Research & design Complete initial EIA	July – September 2015 August 2015
Consultation with service users and partners	September – October 2015
Consultation with staff (Phase 1)	September- December 2015
Complete EIA	November 2015
Consultation with staff (Phase 2)	September – December 2016
Implementation (Phase 1)	April 2016
Implementation (Phase 2)	April 2017

<u>Key Risks and Mitigations</u>	
Risk	Mitigating Factor
The new delivery model for HLS is dependent in the longer term on the recruitment of volunteers	Two staged approach.

Section 5

What impact might the proposal have on the following?

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

<u>Service Delivery and future expected outcomes:</u>
The proposal have the potential to increase access to library services by modernising the current offer and building delivery capacity.

<u>Organisation (other services)</u>
None

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

Phase 1 (2016/17) – deletion of one Library Assistant post. This is a generic post and there are currently sufficient vacancies within the service to prevent a redundancy situation.

Phase 2 (2017/18) – deletion of one Senior Library Assistant post. This is also a generic post and might result in redundancy situation if a vacancy at this level does not arise.

Communities

The remodelling of the Library at Home service will be scoped to continue to meet community needs and appropriate consultation and equality impact assessments undertaken.

The proposals will require some additional input from community and volunteers.

Service Users

The remodelling of the Library at Home service will be scoped to continue to meet the needs of users and appropriate consultation and equality impact assessments undertaken.

Proposals take account of good practice in library provision and Access and Quality are important criteria for the library service. Measures will be put in place to ensure that neither of these are compromised.

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

The service will continue to work with a range of community and professional partners to increase access to library services and new partnerships will be explored as part of this process.

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	15 September 2015
Staff Consultation	15 & 16 September 2015
Public Consultation	On-going
Service User Consultation	On-going
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	Yes
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:	Andrea Ellison
By:	November 2015

Section 9

Responsible Officer:	Sheena Macfarlane
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Support Officer Contact:	Beckie Wylie Rothwell
Support Officer Ext:	4089


Cabinet Member Comments and/or approval	
Proposals discussed in Keep in Touch (KIT) with Councillor Brownridge and Helen Lockwood.	

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

Submitted to Finance:	14 September 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr B Brownridge	
Signed:		
Date:	14 September 2015	

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	

Equality Impact Assessment Tool

B026 – Review of Library at Home service

- Stage 1: Initial screening

Lead Officer:	Sheena Macfarlane
People involved in completing EIA:	Andrea Ellison, Gillian Pearson
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 ✓

General Information

1a	Which service does this project, policy, or proposal relate to?	This EIA relates to budget proposal reference B026 which suggests changes to Oldham Council Libraries library@home Service, which includes the Home Library Delivery Service (HLS) and the Talking Book Service (TBS).
1b	What is the project, policy or proposal?	<p>The proposal is to review the library@home service with a view to modernisation, ensuring that there is an appropriate offer and that the service represents value for money while at the same time achieving efficiencies.</p> <p>There will be a phased approach to the review, which will span two financial years and so consultation with customers will be planned accordingly.</p>
1c	What are the main aims of the project, policy or proposal?	<p>Current Position - Home Library Delivery Service: The Home Library Delivery service is currently delivered out of Oldham Library for customers across the Borough who, through age or infirmity, are unable to access the library service. Customers are generally referred to the service via social care or their GP and are signed up as a member of the service. Library staff visit customers in their own homes to assess their reading preferences and relevant materials are selected by</p>

		<p>staff at Oldham Library, packed up and then delivered using a Council vehicle to an individual's home address.</p> <p>Proposed: To decentralise the Home Library Service so that it is managed from individual community libraries rather than a central location and to move to a volunteer-led delivery service, where volunteers would select, distribute and collect resources from customers. The proposal has the potential to develop as a befriending role, with volunteers staying for a cup of tea and discussing books and reading choices.</p> <p>This development would be planned to take place in two phases. Phase 1 will involve the decentralisation of the Home Library service so that it is managed from individual community libraries. The move of the service to individual community libraries will begin from late November 2015 and will be in place by the end of March 2016. Although there should be no impact on customers at this stage, i.e. they will continue to receive their books through the regular van delivery service. They will be notified by letter of the changes in November 2015. The letter will also inform customers of our future plans to involve volunteers in the delivery of the service</p> <p>Phase 2 will be the move to a volunteer-led model of delivery and this is scheduled to be fully effective from April 2017. Customers will be kept informed as volunteers are identified to work with them.</p> <p>Current Position Talking Books service: Customers of the Talking Books service are visually impaired and currently have Talking Books (audio recordings of books, e.g. CDs and cassettes) selected for them by library staff and delivered by the Post Office for free. There is currently no restriction on the loan period, and many resources are delivered on a return-by-post model.</p> <p>Proposed: To alter the nature of the current Talking Book Service, moving away from simply a delivery service of Talking Books to a more holistic, cradle to grave service for those who are visually impaired, ensuring that the new model builds on best practice within the sector (including the use of digital resources and opportunities for social gatherings)</p>
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		<p>and on local need identified through consultation.</p> <p>This development would take effect from April 2017 once a new draft model of delivery has been developed with stakeholders and full consultation has taken place with customers. The planned timeframe for this would be:</p> <ul style="list-style-type: none"> • Research possible new delivery models (Consider best practice, visit other authorities, etc.): January – March 2016 • Draft proposals for new delivery models: April – June 2016 • Initiate focus group meetings with customers: September – December 2016 • Phased implementation of new delivery model; supporting customers to access digital resource provision: January - March 2017 • New delivery model in place April 2017.
1d	Who, potentially, could this project, policy or proposal have a detrimental effect on, or benefit, and how?	<p>Home Library Service</p> <p>We do not anticipate any detrimental impact on customers of the Home Library Service as the service will still be available, albeit delivered through volunteers.</p> <p>If we are able to develop the befriending service alongside this new Home Library model there will be a number of positive impacts including a reduction in the health issues related to loneliness and social isolation. There is the potential that customers may not be willing to let volunteers deliver their resources. We will need to assess this through consultation with current users of the service.</p> <p>Talking Books Service</p> <p>In terms of the Talking Books Service, there is potential of detrimental effect on some visually impaired people if they are unable or unwilling to embrace information technology to access reading materials.</p> <p>There is also a potential benefit to visually impaired people, particularly children and young people, who the service currently does not engage with. The modernisation and improvement of the current offer to include the use of digital resources may well appeal to a wider range of customers and therefore benefit more people, particularly in terms of having access to a greater range of reading and learning material than they have at present from Oldham library service.</p>

		In both instances there is a potential benefit to TBS and HLS users through greater engagement with library services including awareness of and access to learning and information.
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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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths 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?				
Carers may suffer disproportionately if they have to visit libraries to obtain reading materials which had previously been delivered by library staff		<input type="checkbox"/>	<input checked="" type="checkbox"/>	

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?	Although the proposed changes to the library@home service offer the potential of a more holistic service and the opportunity to engage with more users in the future there may be some customers who remain

		unconvinced about the changes. Consultation will need to be done to enable us to gauge the potential impacts.
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- **Stage 2: What do you know?**

What do you know already?

Membership of the two services is below:

- Home Library Service (HLS) approx. 130 members
- Talking Book Service (TBS) approx. 135 members

Home Library Service (approximately 130 members)

- Eligibility criteria for receiving Home Library Service is either:
 1. unable physically to visit a library or have no-one who could visit on their behalf
 2. unable to carry heavy items due to a physical restriction/disability
- Some users of the HLS receive talking books as part of their reading selections (by choice) the same as any library member who comes into a library to make their own selection.
- Currently customers receive items on four weekly basis delivered by library staff using hired transport. Items for delivery also chosen by library staff.
- Unlimited number of items can be on loan at any time.
- There are currently a few volunteers who currently provide items to some HLS users via personal visits. Volunteers select items from local libraries, visit HLS user in their own home and return items to local library. This is very much the model on which we hope to be able to remodel the service.

Talking Book Service (approximately 135 members)

- To use the TBS and free postal delivery, recipients must be registered blind.
- Users receive talking books in a pouch delivered free by the Post Office. The pouches are small enough to be posted through letter boxes. The pouches are collected from Oldham Library and returned to Oldham Library by the Post Office without charge to either the Council or the end user.
- Single books are posted out to users. Users may have an unlimited number on loan but most have a book on loan (which they may be listening to) and a book in the post.
- Talking books are in cassette format, CDs or MP3. Cassettes are very bulky and large books may be converted into numerous cassettes. CDs are fewer in number and less bulky. To be posted out to users the books have to be manually taken out of their cases, put into the pouches and the empty cases

stored until items are returned. Once the items are returned the reverse manual process has to be undertaken.

- The available talking books formats have reduced as since 31 March 2014 talking books on cassette are no longer being produced. Current stock is still available for loan but no new stock can be purchased and replacement cassettes cannot be obtained. Some recipients of the TBS have only cassette players on which to listen to their talking books.
- Frequently talking books are returned with some parts missing (a cassette or a CD). This is not unexpected if people have poor or no vision and it occurs frequently. These have to be chased up by the library staff (often by means of a phone call) and the whole book remains on the office shelf and unavailable to anyone else until the missing part is returned. Very often missing parts are never returned rendering the item useless until and unless a replacement part can be obtained.
- A postal talking book service is also available for those registered blind from National Library for the Blind. Annual fee of £50 charged to person receiving the service. Some library TBS members also subscribe to the NLB service. RNIB have just announced that this service will now be free to visually impaired users who can access the extensive library via CD, USB or digital download.
- A Visual Impairment Reading Group exists based at Crompton Library. This is mostly a self-sufficient group.
- Some TBS users could transfer to the HLS if the eligibility criteria was altered to include them. However not all TBS users are housebound so the usual day time delivery of reading materials to HLS users may not be appropriate for TBS users if they were to be included in the delivery service.
- Talking books are available as downloads. The choice is limited due to restrictions imposed by publishers (a situation outside the control of library services and acknowledged nationally as a concern). Within Oldham Council Libraries, talking books cannot be downloaded onto library computers or onto personal laptops, tablets or phones using the library Wi-Fi therefore TBS users (or any library users) could not use library computers to listen to talking books.
- If some TBS service users transfer to the HLS, they could have more items delivered at any one time but the changeover of books would be every four weeks. If someone runs out of audio reading material, these could not be changed more often than the regular delivery times.

Costs

- Staffing costs for both services are 1x senior library assistant FTE on Grade 4 SCP 24 - £27,210 (including on-costs) and 1x library assistant FTE on Grade 2 SCP 17 - £21,780 (including on-costs).

- A van is hired on a daily basis for taking HLS books to users on pre-designated routes. The routes are designed to make the most efficient use of the van and fuel. The cost of the van hire for 2014/2015 was £4,156.57 per annum, the insurance cost is £1,295.01 per year and the cost of fuel for 2014/2015 was £105.08.

Miscellaneous

- Book stock (including audio books) can be allocated to branch libraries to accommodate the HLS/TBS move to local provision. If avid readers of either service exhaust the stock of a local library, the volunteers could be requested to choose items from a different local library. Items returned by volunteers from their service user could be returned to the volunteer's most convenient library.
- Individual reading choices for users of both services are kept on a card file by the HLS/TBS staff. Reading materials are chosen on behalf of every individual by a library staff member based on that member's own personal preferences and what they have previously read.

What don't you know?

Home Library Service

- The eligibility of customers to use the service – not clear how this has been implemented in the past and / or whether it should be reviewed.
- How many volunteers we will be able to recruit to service the revised HLS offer.
- How reliable volunteers will be in maintaining regular deliveries (although experience from other authorities using volunteers for this type of activity is positive in terms of the commitment of volunteers).
- How many volunteers will be prepared to use their own vehicles (in return for claiming mileage expenses).
- How we would be able to cover and provide a service should a volunteer fail to make a delivery.
- Whether volunteers would be able to spend a longer time with users than library staff are able to do.

Talking Book Service

- How many TBS users would need / be able to switch to the HLS delivery programme (if we were to make that offer) – usually day time delivery and have an increased number of talking books per person and less frequent delivery.
- If TBS service users are available only at evenings or weekends we don't know if we could recruit volunteer deliverers for those times should we offer TBS users the option of switching to the HLS delivery programme.
- Whether the Post Office will start to charge for the postal service in the future.
- How much IT knowledge individual TBS users have to be able to cope with the move to an alternative technology e.g. CDs or MP3 from cassette, downloads from CDs or MP3s.
- Whether TBS users have the technology to be able to access reading

material as downloads.

- Whether TBS users not having the relevant technology to be able to access reading material as downloads have the desire or the funds to be able to acquire the necessary equipment.
- How much extra burden could be placed on carers by the need to use new/different technology to acquire reading materials. This could take the form of IT knowledge and support, provision and where necessary the repair of equipment.
- Whether and how formats of reading materials will change in the future.
- Whether library Wi-Fi will be able to be used to download reading materials at any time in the future.

Further data collection

- Some of the gaps in our knowledge, in particular the potential impact of these changes on current users will be ascertained through further consultation.

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

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?	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (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 checked="" type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths 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?				
Carers may suffer disproportionately if they have to visit libraries to obtain reading materials which had previously been delivered by library staff		<input type="checkbox"/>	<input checked="" type="checkbox"/>	

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

Consultation information

3a. Who have you consulted with?	So far consultation has been undertaken with Kay Wrench, Officer with the Education Team for Children with Visual Impairment and trustee of Sight Support Oldham. Further consultation is planned with users of the TBS through written communication and the opportunity to take part in focus groups to inform the design of a new library offer for visually impaired people of all ages. Consultation with users of the HLS is yet to begin but in the first instance will be via written communication. Elected members and further consultation planned with ward councillors.
3b. How did you consult? (inc meeting dates, activity undertaken & groups consulted)	<ul style="list-style-type: none"> • Meeting with Kay Wrench 8 October 2015. Follow up meeting planned late November. • Conversation with Mark Freeman (Society of Chief Librarians and lead for Share the Vision 6 Steps) 30 October 2015. Follow up meeting to be arranged. • Letter sent to Home Library Service customers week beginning 9 November 2015

3c. What do you know?

TBS:

Although at an early stage in our consultation process, the feedback to date has been that the developments will offer opportunities for many more customers of the TBS to take advantage of the library service through a range of new services.

3d. What don't you know?

N/A

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)	N/A
Disabled people	A proportion of visually impaired people may lose access to a regular delivery of Talking Books if they are unable to progress from using audio-tape to other available formats.
Particular ethnic groups	N/A
Men or women (include impacts due to pregnancy / maternity)	N/A

People of particular sexual orientation/s	N/A
People in a Marriage or Civil Partnership	N/A
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N/A
People on low incomes	N/A
People in particular age groups	Older people who are not able to visit the local library themselves may lose out on a regular delivery of books.
Groups with particular faiths and beliefs	N/A
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>)	N/A

Stage 4: Reducing / mitigating the impact

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

The free delivery of Talking Books will no longer be available to customers	<ul style="list-style-type: none"> • Ensure robust communications with customers and partners to ensure that everyone is aware of the proposed changes to the service and consult with them about an alternative offer. • Consider whether or not those customers still wishing to receive Talking Books via delivery will be eligible to receive a service from the HLS, which can include Talking Books. • Ensure that TBS customers are aware that RNIB talking book library is now available free of charge and assist with registration.
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	<ul style="list-style-type: none"> • A new cradle to grave service for visually impaired people will be developed and existing customers will be supported to take up the new service. • The new service will involve social gatherings and the opportunity for customers to attend drop-in sessions to upskill them in terms of digital technology. • We will continue to work with relevant officers and partners to introduce and support customers through the changes through, for example, initiatives such as VIP buddies and champions.
Library staff will no longer deliver books to those unable to visit a library themselves	<ul style="list-style-type: none"> • Volunteers will be recruited to deliver not only books for those customers of the HLS but also a befriending service. • Events will be arranged in local libraries to provide an opportunity for those who are isolated to socialise and have an opportunity to choose resources themselves.
Insufficient volunteers are recruited	<ul style="list-style-type: none"> • We will look to recruit volunteers locally through individual libraries rather than as a centralised exercise therefore providing opportunities for people to work in their local area. • We will provide face to face meetings with volunteers to support them and introduce them to other volunteers who do a similar role within the service.
The possible introduction of a new eligibility criteria could mean that some customers are no longer entitled to access the service	<ul style="list-style-type: none"> • Customers would be supported to use their nearest local library and access services digitally.

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

- Revisit eligibility criteria for the HLS and TBS with input from social services colleagues
- Further develop the consultation process in partnership with stakeholders

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

The developments will be monitored through feedback from customers and relevant officers and partners.

Conclusion

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

Home Library Service: The overall impact would be that the library service will no longer deliver a HLS directly with officer / transport resources. This will impact on all current customers of the HLS who are generally older people. If the eligibility criteria is revisited, some customers may not be entitled to access the service.

This would be mitigated by:

- Signposting customers no longer eligible for the service to their nearest local library
- The recruitment of volunteers who will not only take over the delivery of books resources to customers but who will also develop a befriending role.
- The development of a programme of social events and activities in local libraries to provide a chance for people to get together

Talking Books Service: The overall impact would be that the free delivery of Talking Book resources will no longer be available via Oldham Library Service but is available via RNIB

This would be mitigated by:

- Sign-posting and assisting customers to register with RNIB free library
- The development of a new range of services for visually impaired people across the age range, including developing digital skills to enable them to access eBooks in a wider range of formats. This service will be developed according to best practice and in consultation with customers, partners and stakeholders.

c Stage 5: Signature

Lead Officer: Sheena Macfarlane

Date: 07.12.15

Approver signature: Jill Beaumont

Date: 07.12.15

EIA review date: December 2016

APPENDIX 1: Action Plan and Risk Table

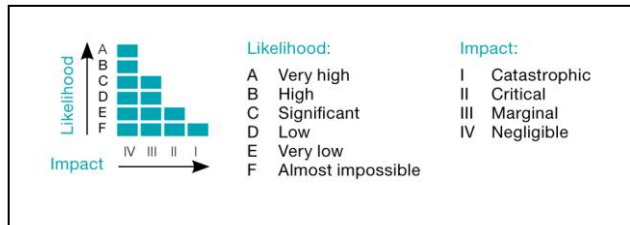
Once you have decided on the course of action to be taken in order to reduce or mitigate the impact, please complete the action plan below (An example is provided in order to help you)

Number	Action	Required outcomes	By who?	By when?	Review date
General					
1.	Evaluate current eligibility criteria for the HLS and TBS	<ul style="list-style-type: none"> Ensure those most in need are able to access the services 	Gillian Pearson / Andrea Ellison	End Oct	
Home Library Service					
1	Finalise mapping exercise of current HLS customers against individual libraries	<ul style="list-style-type: none"> Customers aligned to and informed of contact library 	Gillian Pearson	End Oct	Early Nov
2	Communicate (written) with current customers of the HLS about proposed changes and seek feedback (in 3 pilot areas)	<ul style="list-style-type: none"> Service users and families feel reassured about what is going to happen next A list of potential risks associated with the transition to be drawn up following briefings and these risks managed 	Gillian Pearson	Early Nov	Late Nov
3	Identify required number of volunteers for each community library; initiate recruitment in 3 pilot areas	<ul style="list-style-type: none"> Volunteers introduced to customers as soon as possible 	Gillian Pearson	End Oct / Early Nov	
4.	Begin to match volunteers with customers and introduce to customers	<ul style="list-style-type: none"> Customers are comfortable with new delivery arrangements 	Gillian Pearson	January 2016 / ongoing	
5	Further develop proposals for new model of VIP service and consultation process with TBS customers	<ul style="list-style-type: none"> Clear offer available for consultation; all customers involved in the consultation process 	Gillian Pearson	November 2015	

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	Insufficient volunteers recruited	Significant	Local recruitment via community libraries. Work with VAO and other partners.	Critical	



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

Section 1

Reference:	D010
Portfolio	Economy and Skills
Directorate:	Education and Early Years
Division:	Early Years
Responsible Officer and role:	Caroline Sutton – Director, Education and Early Years
Cabinet Member and Cluster :	Cllr S Akhtar - Education and Skills

Title:	Contract Award – Oldham’s Early Years Offer (including Children’s Centres and Health visiting)
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Section 2

2015/16 Budget for the section: (By Cost Centre):	Expenditure	£2,896k
	Income	-
	Net Expenditure	£2,896k
Total posts numbers in section:By Cost Centre	FTE	N/A

	2016/17 £k	2017/18 £k
Proposed Financial saving:	1,200	N/A
Proposed reduction in FTE’s	N/A	N/A

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>This is part of a budget reduction of £3m, reference B035, first put forward last year to deliver savings over 2 years from 2015/16. This proposal was to reduce the spend in Early Years to closely match income received following a redesign process and recommissioning of an integrated early years delivery model.</p> <p>The original project also included proposals to reduce the infrastructure costs associated with administering the Government’s child care funding arrangements but this element has already been completed for 2015/16.</p> <p>Significant work has been carried out to redesign the service and</p>
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	the new service has been put out to tender following Cabinet approval on the model. The bids received were assessed and the procurement process concludes in October 2015. The new service will continue to provide the service currently provided in the Borough's children's centres and also incorporates health visiting services which transfer to Local Authorities from October this year. This is a key part of delivering these services in a more integrated manner.
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	This proposal incorporates a saving of £1.2m. The majority of this saving is built into the funding envelope, within which bidders submitted prices.
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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>	No other direct financial implications have been identified. However one off funding may be required to support the transition to the new model.
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Economic Impact Summary	
<p>Total net FTE job losses (gains): <i>(including Council, Unity partnership, 3rd sector, other partners, private sector)</i></p>	It is anticipated that the Council through the redesign of the service will see a reduction in staffing levels.
<p>Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i></p>	The current children's centre contracts delivered by the voluntary sector are currently funded by c. £2.8m base budget. Whilst these savings give a reduced financial envelope for the delivery of this function, the saving has been achieved through commissioning an integrated delivery model and co-funded with public health monies.
<p>Type of impact on partners</p>	Not Known

Section 4

Key Milestones	
Milestone	Timescale
Mandatory – Completion of EIA & Consultation within PVFM timeline	<p>This is part of saving B035 put forward for 2015/16 and therefore an EIA and any necessary consultation was completed in 2014 in relation to the saving already achieved from this template.</p> <p>D010 relates specifically to the front facing commissioned services. A stage one EIA has been completed for the contract award and it is expected that following formal contract award a full EIA will be completed with the new provider.</p>

Key Risks and Mitigations	
Risk	Mitigating Factor
Tenders submitted are not within given financial envelope	Ongoing dialogue during the tender process to identify issues early

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>
The responsibility for the Children’s Centre Asset will transfer to the Corporate Landlord from 1 st April 2016, with the provider being given a ‘contracted out lease’ for the occupation of the sites.

Service Delivery and future expected outcomes:
<ul style="list-style-type: none"> • The roll out of an integrated early years delivery model has been facilitated by the Council assuming responsibility for the commissioning of Health Visiting services from October 2015. • The main aims of this commission is to reduce the total spend on 0-4 services (cost benefit achieved by the integration of a number of individual commissions) whilst retaining a high quality integrated service which will ensure ‘children are developing well and ready for school’. • The new integrated service focuses on prevention and early intervention. Early identification of need and a coordinated response will ensure that children and families access the right intervention at the right time, delivered by the right person. • As a result we are able to align contribution and accountability for key

performance indicators within a single performance framework.

- In addition we have aligned commissioning and procurement arrangements for 5-19 public health functions (School Nursing Lot 2) to enable a streamlined approach across 0-19 services as part of the same procurement exercise.
- In addition to delivery of the core specification, the model will ensure better integration between children's centres, schools and the private, voluntary and independent sectors.

Organisation (other services)

The public should see an enhanced integrated service, continuing to be delivered on a district basis both in the community and from key delivery hubs. The benefits of the transformed service are introduction of a clear assessment framework (Current GM 8 stage assessment model) with evidenced based intervention delivered through locally agreed intervention pathways, supported by specialists, the use of technology to increase face time with children, young people and families.

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

As set out above.

Through the ITT process we have to identify the staff that are in scope and therefore likely to TUPE transfer to the new provider. Once the contract is awarded the detailed work will take place through due diligence.

Communities

The objectives of the Children's Centre programme reflect and reinforce Oldham's co-operative agenda and aim to strengthen relationships at local level between people from different backgrounds within neighbourhoods. The 8 stage assessment model is an empowerment model which sets out to support all parents in Oldham give their child the best possible start in life. It achieves this through the implementation of specific screening tools i.e. Ages and Stages 3 which are parent led. This empowerment model recognises parents as experts in their child and supports parents understand and take responsibility for their child's development.

The benefit for communities is that it supports the identification of potential development delays amongst cohorts of children within programmes, communities and populations. Information collected can be used to guide the use of resources.

The long term objective is to ensure that more children achieve expected levels of development a key stages within their education and ultimately equip more people in Oldham with the skills they need to access further education, training and the labour market.

Service Users

As above

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

As set out in the workforce section above, there may be reductions in staffing compared to current contracts and potential TUPE transfers of staff.

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	We commenced consultation in October for a 45 day period on the redesign of the service this has included both group and individual meetings.
Staff Consultation	We commenced consultation in October for a 45 day period on the redesign of the service this has included both group and individual meetings.
Public Consultation	Current providers have piloted and co-constructed the 8 stage assessment and agreed intervention pathways throughout 2013/14. Full roll out will begin during 2015/16. Therefore providers have a good understanding of the expectations of future delivery for Early Years services in Oldham.
Service User Consultation	As above
Any other consultation	Consultation on the various stages of the redesign has included multi agency partners, represented via the Early Years Programme Board and project group. NHS England were included in the redesign process and cost modelling. We also sought 'critical friend' views from other local authorities on the model. A market event proceeded the main

	procurement cycle which facilitated discussions with potential providers on the Oldham's vision for the 0-19 offer and provided opportunity for questions and feedback from aforementioned providers. Information from this session was considered prior to the Service Specifications being finalised.
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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)	Yes (mothers of young children)
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:	Tracey Harrison
By:	updated version by 11 November 2015

Section 9

Responsible Officer:	Carrie Sutton
Support Officer Contact:	Beckie Wylie
Support Officer Ext:	4089


Cabinet Member Comments and/or approval
Approved

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

Submitted to Finance:	Updated 5 November 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr S Akhtar
Signed:	
Date:	18 November 2015

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	

Cabinet Member:	
Signed:	
Date:	

Equality Impact Assessment Tool

D010 – Retendering Reduced Support for Council Operated Day-care Centres of Oldham Early Years Offer (including Children’s Centres and Health Visiting)

Lead Officer:	Tracey Harrison
People involved in completing EIA:	Tracey Harrison/Ed Francis
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

General Information

1a	Which service does this project, policy, or proposal relate to?	<p>This EIA is an update on the previous EIA submitted in November 2014 outlining the proposed model and potential savings.</p> <p>This EIA outlines the information available at this point in time of the project and will be updated again as the implementation plan takes shape following formal contract award.</p> <p>This project relates to B035: 0-19 offer for Children, Young People and their Families (this template laid out savings for the 15/16 and 16/17 period) and specifically relates to Project 3: 0-4 services for children and families redesign</p> <p>The redesign of the 0-4 year old offer focuses on two parts:</p> <ul style="list-style-type: none"> i. the infrastructure support services and ii. the integrated delivery model at a District level. <p>This proposal relates to part (ii) the integrated delivery model at a District level.</p> <p>The saving (B035 template) was approved by Council February 2015, and on 23rd February 2015 Cabinet approved the operational delivery model to be procured and the subsequent saving that would be generated as</p>
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		<p>a result of the redesign.</p> <p>The model recommended for procurement has been set at £6,189,424. This is predominantly Public Health monies and enables the release of mainstream Council funding whilst securing an enhanced service for the public with a significant financial investment.</p> <p>The saving is £1,200,000 which equates to a 16% reduction on previous spend against the services in lot 1 outlined in section 1b.</p>
1b	What is the project, policy or proposal?	<p>This EIA relates to the implementation of the procured new delivery model.</p> <p>The transformational element of this project comes in the integration of a number of key functions to create a single service to achieve agreed and improved information sharing within the integrated model thus reducing duplication of services. They are:</p> <p>Lot 1 – Early Years Offer (0-5)</p> <ul style="list-style-type: none"> • Health Visiting (HCP) • Children’s Centres • Family Nurse Partnership (FNP) • Oral Health <p>As a result we are able to align contribution and accountability for key performance indicators within a single performance framework.</p> <p>In addition we have aligned commissioning and procurement arrangements for 5-19 public health functions (School Nursing Lot 2) to enable a streamlined approach across 0-19 services, as outlined and approved in the Cabinet paper ‘Request for Waiver-School Nursing Contract’ January 2015</p>
1c	What are the main aims of the project, policy or proposal?	<p>As Oldham went to market to procure the integrated Early Years Offer, Greater Manchester (GM), Public Health England and NHS England signed the Memorandum of Understanding to secure a unified public health leadership system for GM. A major programme of work to embody the public health leadership system was a focus on early years. This is in essence what Oldham aspires to achieve by</p>

		<p>commissioning an integrated model.</p> <p>The main aims of this commission is to reduce the total spend on 0-4 services (cost benefit achieved by the integration of a number of individual commissions) whilst retaining a high quality service which will ensure 'children are developing well and ready to learn'.</p> <p>What would be different:</p> <ol style="list-style-type: none"> 1. Improved information sharing 2. Rationalised management structures across disciplines 3. Improved assessment pathway, more responsive to meeting need at the earliest stage 4. Focus on evidence based interventions 5. Optimum use of buildings and facilities <p>The service entitles families with young children from conception to 5 years to a set of universal and additional evidence based services, through the 8 stage integrated assessment model and corresponding pathway of intervention.</p> <p>A successful bidder has been identified, pending Cabinet approval.</p> <p>The bidder has experience of leading/being the accountable body for Sure Start Children's Centres over a number of years. They evidenced a good knowledge of the expectations of Care Quality Commission, Ofsted and the Children's Centre Statutory Guidance at interview.</p> <p>The organisation will be the sole provider bringing together all functions as required in a 'single service' and securing a unified public health leadership system within the model.</p> <p>As the bidder will be the sole employer, information can be shared freely between the functions, where parent and young people have consented removing previously perceived barriers.</p> <p>The integrated model starts at pregnancy and continues through the early years, childhood and the teenage years (0-19). The Service will be led by senior</p>
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		<p>managers aligned to Oldham district model. The staff delivering all functions will form the 0-19 integrated team and be co-located wherever feasible in Oldham's Children's Centres.</p> <p>The improved use of ICT has been a particular focus in the transformation of the service, the aim being to reduce the burden of paper recording and gathering intelligence. The provider has committed to implementing their electronic Integrated Digital Care Record (IDCR) within the first year of the contract. This will enable staff to use the mobile application giving them online and offline access to user records, no matter their location, including in service user homes or when in transit.</p> <p>It is intended staff will use electronic 'Think Pads' in the course of their assessments and interventions with service users, gathering intelligence that will fed directly back to the client/child record. This will free up more time for practitioners to spend with children, young people and families in a face to face capacity and bring efficiency to the service.</p>
1d	Who, potentially, could this project, policy or proposal have a detrimental effect on, or benefit, and how?	<p>This is a universal service for families with children under 5 and will secure an 'entitlement' to regular assessment/contact points along with a range of corresponding support/interventions. These services currently exist as individual services. They are described in section 1b.</p> <p>The public should see an enhanced integrated service, continuing to be delivered on a district basis both in the community and from key delivery hubs. The benefits of the transformed service are introduction of a clear assessment framework (8 stage assessment) with specified intervention pathways, supported by specialists, the use of technology to increase face time with children, young people and families.</p> <p>There will be a direct link with the Early Help Offer (The purpose of which is to improve household's physical social and emotional wellbeing so that they do not need ongoing support from crisis and specialist services). This will ensure early identification of need and</p>

		appropriate preventative work, which in the longer term should reduce the demand for high cost services.
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1e. Does the project, policy or proposal have the potential to disproportionately 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy / maternity)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths 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?				
<i>Parents/Carers</i>		<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 checked="" type="checkbox"/> No <input type="checkbox"/>
1h	How have you come to this decision?	<p>The model ensures the essential maintenance of statutory duties for early years, health and children’s centres along with provisions in the Health and Social Care Act 2012, such as transfer of public health to local authorities, providing for a closer link with social care and children’s services.</p> <p>The new model brings together a number of individual commissions into a single service which aims to bring economies of scale and reducing duplication.</p> <p>The level of front line service delivered to children and families is expected to be enhanced and not reduced therefore none or minimal negative impact.</p>

c Stage 2: What do you know?

What do you know already?

Background information

Early Years Population

From the 2011 Census 2 Oldham had an estimated 16,500 residents aged 0-4 years, of whom 3,200 were aged less than one year. The wards with the highest new-born populations and populations aged 0-4 years were:

- St. Mary’s (with 290 children aged under one year and 1,490 aged 0-4 years);
- Coldhurst (with 270 children aged under one year and 1,420 aged 0-4 years);
- Werneth (with 255 children aged under one year and 1,300 aged 0-4 years); and
- Alexandra (with 240 children aged under one year and 1,170 aged 0-4 years).

Oldham’s population aged 0-4 is projected to rise over the next decade, reaching nearly 18,400 by 2016 and then decreasing slightly to 17,700 in 2021.

The ethnic group composition of Oldham’s population aged 0-4 is considerably more diverse than that of Oldham’s population overall. The 2011 Census estimates for Oldham indicate that around three in ten (59.1%) children aged 0-4 are from white backgrounds, considerably below the

comparable all-age proportion (77.5%). Around one in seven children aged 0-4 years are from Bangladeshi backgrounds (13.8%) and around one in five (18.1%) are from Pakistani backgrounds, whilst close to one in eleven (9%) are from other BME backgrounds. Just over half of those aged 0-4 from other BME backgrounds are from mixed ethnic backgrounds.

There are no new population projections with an ethnic group component currently available.

Oldham's general fertility rate (live births per 1,000 women aged 15-44 years) having increased slightly from 71.3 in 2004 to 77.2 in 2010 dipped to 73.1 in 2012, in line with regional and national trends. Overall, Oldham's general fertility rate (2012) was higher than that for the North West (63.5) and England (64.2).

In 2012, around one in twenty (5.4% or 179 live births) were to mothers aged under twenty. Most of these births (3.9%) were to mothers aged 18 or 19; mothers aged under 18 accounted for 1.6% of live births in Oldham. Oldham's birth-rates among women aged under 20 (24.1 per 1,000) were above both the North West rate (22.5) and the England rate (19.7).

If the trend in Oldham's general fertility rate continues to be higher than regionally and nationally, there may be increased demand for maternity and early years' services.

Child Health

In Year 6, 21.8% (630) of children are classified as obese, worse than the average for England. The rate of alcohol specific hospital stays among those under 18 was 62.8*, worse than the average for England. This represents 35 stays per year. Levels of teenage pregnancy, GCSE attainment, breastfeeding and smoking at time of delivery are worse than the England average.

						25th percentile	England average	75th percentile	
		Local no.	Local value	Eng. ave.	Eng. Worst				Eng. Best
Premature mortality	1 Infant mortality	17	5.3	4.1	7.5				1.7
	2 Child mortality rate (1-17 years)	7	13.1	11.9	22.8				3.0
Health protection	3 MMR vaccination for one dose (2 years)	3,139	96.1	92.7	78.3				98.3
	4 Dtap / IPV / Hib vaccination (2 years)	3,166	96.9	96.1	81.6				99.1
	5 Children in care immunisations	240	96.0	87.1	27.3				100.0
	6 New sexually transmitted infections (including chlamydia)	1,137	3,846.2	3,432.7	8,098.4				1,899.8
Wider determinants of ill health	7 Children achieving a good level of development at the end of reception	1,769	51.6	60.4	41.2				75.3
	8 GCSEs achieved (5 A*-C inc. English and maths)	1,562	52.4	56.8	35.4				73.8
	9 GCSEs achieved (5 A*-C inc. English and maths) for children in care	-	-	12.0	8.0				42.9
	10 16-18 year olds not in education, employment or training	420	4.7	5.3	9.8				1.8
	11 First time entrants to the youth justice system	119	486.5	440.9	846.5				171.0
	12 Children in poverty (under 16 years)	12,690	25.3	19.2	37.9				6.6
	13 Family homelessness	35	0.4	1.7	10.8				0.1
	14 Children in care	395	69	60	153				20
Health improvement	15 Children killed or seriously injured in road traffic accidents	10	19.8	19.1	48.3				8.2
	16 Low birthweight of all babies	246	7.7	7.4	10.4				4.6
	17 Obese children (4-5 years)	362	11.4	9.5	14.2				5.5
	18 Obese children (10-11 years)	617	21.8	19.1	26.8				10.5
	19 Children with one or more decayed, missing or filled teeth	-	47.7	27.9	53.2				12.5
	20 Under 18 conceptions	141	30.6	24.3	43.9				9.2
	21 Teenage mothers	27	0.9	1.1	2.5				0.2
	22 Hospital admissions due to alcohol specific conditions	35	62.8	40.1	100.0				13.7
Prevention of ill health	23 Hospital admissions due to substance misuse (15-24 years)	23	78.1	81.3	264.1				22.8
	24 Smoking status at time of delivery	516	16.0	12.0	27.5				1.9
	25 Breastfeeding initiation	2,092	66.4	73.9	36.6				93.0
	26 Breastfeeding prevalence at 6-8 weeks after birth	1,260	38.8	-	19.4				77.4
	27 A&E attendances (0-4 years)	8,672	524.2	525.6	1,684.5				252.7
	28 Hospital admissions caused by injuries in children (0-14 years)	882	184.3	112.2	214.1				64.4
	29 Hospital admissions caused by injuries in young people (15-24 years)	518	177.1	136.7	291.8				69.6
	30 Hospital admissions for asthma (under 19 years)	252	418.7	197.1	509.1				54.6
	31 Hospital admissions for mental health conditions	61	106.7	87.2	391.6				25.6
	32 Hospital admissions as a result of self-harm (10-24 years)	230	520.3	412.1	1,246.6				119.1

Notes and definitions - Where data is not available or figures have been suppressed, this is indicated by a dash in the appropriate box.

Oldham Priority Public Health indicators (where performance significantly worse than national)
Those highlighted in red are key priorities for this year.

- Children achieving a good level of development at the end of reception
- GCSEs achieved (5 A* to C grades including English and Maths)
- Children in poverty (under 16 years)
- Children in care
- **Obese children (4-5 years)**
- **Obese children (10-11)**
- **Children with one or more decayed, missing or filled teeth.**
- **Under 18s conceptions**
- Hospital Admissions due to alcohol specific conditions
- **Smoking at time of delivery**
- **Breastfeeding initiation**
- **Hospital admissions caused by injuries in children (0-14 years)**
- **Hospital admissions caused by injuries in young people (15 – 24 years)**
- Hospital admissions for asthma (under 19 years)

- Hospital admissions as a result of self-harm (10 – 24 years)

Priorities in Oldham include supporting people to take more control over their lives, increasing levels of community engagement and so reduce levels of behaviour that are a risk to good health.

Oldham's Early Years Education Outcomes

- Overall EYFSP performance, using the national 'good level of development'^[1] (GLD) measure, has risen by 5.4 ppts to 57%.
- Since 2013, the gap between the Oldham and the national GLD measure has narrowed by 2ppts, from 11ppts in 2013 to 9ppts in 2015
- The gap between the Oldham and the North West GLD measure remains the same as in 2014 at 6%
- More girls achieved the GLD than boys, 64.8 % for girls compared to 49.6% for boys
- Attainment for all vulnerable groups has risen between 2014 and 2015
- the achievement gap between the mean average of the lowest 20% of children and the median average for all children has remained at 45 % in 2015

Oldham's Early Years Offer – Right Start Core Service

1 National Context

- 1.1 Giving every child the best start in life is crucial to reducing health inequalities across the life course. The foundations for virtually every aspect of human development – physical, intellectual and emotional – are set in place during pregnancy and in early childhood. What happens during these early years has lifelong effects on many aspects of health and wellbeing, educational achievement and economic status.
- 1.2 Key National reports¹ over recent years have reinforced the significance of early intervention and the provision of more targeted support to children and their families. They have also recommended that the most effective way to overcome barriers to information sharing is to jointly commission services.²
- 1.3 The Local Authority must make arrangements to ensure that Early Childhood Services are provided in an integrated manner. This is to be achieved whilst ensuring sufficient children's centres³ accessible to all families with young children, and targeted evidence-based interventions for those families in greatest need of support⁴.
- 1.4 Since April 2013 Local Authorities have been responsible for commissioning public health

^[1] Children are deemed to have reached a good level of development (GLD) if they achieve at least the expected level in every ELG within the three prime areas of learning, (personal, social and emotional development; physical development; and communication and language) and in the specific areas of mathematics and literacy. These are 12 of the 17 ELGs.

¹ Graham Allen (2011); Frank Field (2010); Michael Marmot (2011); Munroe (2010); Tickell (2011); Wave Trust (2013); 1001 Critical Days (2014)

² http://www.foundationyears.org.uk/files/2013/11/Information_Sharing_in_the_Foundation_Years_Report.pdf

³

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/273768/childrens_centre_stat_guidance_april_2013.pdf

⁴ Childcare Act 2006 as amended by the Apprenticeships, Skills, Children and Learning Act 2009

services for school-age children and young people. From 2015, responsibility for commissioning services for 0 to 5 year olds and health visitors will also move from NHS England to Local Authorities.

- 1.5 This has presented the opportunity for bringing together a robust approach for improving outcomes and reducing health inequalities for young people across both Health and Local Authority led services for these children across the life course.

2 Local Context

- 2.1 Oldham's current delivery model is one of **Co-ordination** whereby services work together in a planned and systematic manner towards shared and agreed goals, to achieve the multi-agency delivery as described above.

- 2.2 The purpose of this commission is to take an **integrated commissioning and delivery approach** to the services within the Councils scope of control i.e. 'integrating' the core purpose and accountability for Children's Centres, children's Public Health services 0-5 and associated functions to create *a single service with a single set of performance outcomes* and to **align commissioning** arrangements for 5-19 public health functions to enable a streamlined approach across 0-19.

- 2.3 The new integrated delivery model for Oldham has been developed and aligned to the Greater Manchester New Delivery Model for Early Years, an approach that Oldham was already testing and was instrumental in shaping from the start. The model will ensure the delivery of the 8 stage assessment process, the associated intervention pathways and the direct link to the Early Help Offer.

- 2.4 Oldham Council has worked collaboratively with NHS England GM Area Team and Greater Manchester Combined Authority (GMCA) in constructing the final model to be commissioned.

- 2.5 The Specification builds on the work of children's centres in Oldham since 2006, whilst focusing on new and innovative ways of working that will embed their role as the conduit for all services for children under five years and their families. In particular it focuses on the many contributory factors that enable children's readiness to learn by the time they reach formal school age – something that recent policy research has reaffirmed is a critically important factor in children being able to progress and succeed in later life. Crucially it will ensure targeted support to the most disadvantaged and make the greatest inroads into reducing child poverty.

3 Outcomes for the Right Start Core Service

- 3.1 The service will provide universal access to a range of health and developmental assessments complemented by evidence based interventions delivered to fidelity for families with children under 5. The **Public Health Outcomes Framework (PHOF)⁵, 6 High Impact Areas for Early**

⁵ <https://www.gov.uk/government/publications/healthy-lives-healthy-people-improving-outcomes-and-supporting-transparency>

Years⁶ and **Children's Centre Inspection Framework and Handbook⁷** clearly identify a range of outcomes that are significant for the 0-5 age range. They are:

3.1.1 Public Health Outcomes – those indicators identified in bold are of particular importance in Oldham as key priorities. Refer to PH NICE for good practice guidance⁸.

- i. Improved family health and well being
- ii. **Increasing breastfeeding initiation/prevalence**
% of mothers breastfeeding following birth

% mothers breastfeeding at 6-8 weeks

% mothers partially breastfeeding
- iii. Reduce Infant mortality rate
- iv. **Decayed, missing and filled teeth in children aged 5 – reduction from baseline & reduction in prevalence following intervention**
- v. **Reducing excess weight in 4-5 and 10-11 year olds – reduction from baseline**
% obese children in reception / 10-11 – reduction from baseline
- vi. Reduce % of low birth weight of term babies
- vii. **% mothers smoking at delivery**
- viii. % hospital admissions caused by unintentional and deliberate injuries in children and young people aged 0-4 – impact of parent classes and support
- ix. Increasing population vaccination coverage (at 2 years of age)
- x. Under 18 conception rate – rate of conception per 1000 15-17 year olds
- xi. Disease prevention (screening & immunisation)

3.1.2 Improved Economic Wellbeing

- a) % of families with children 0-4 in employment, education or training (more parents taking volunteering or training opportunities)
- b) More children accessing high quality early years provision (number of settings / places with a graduate lead – rated outstanding by Ofsted)
- c) % children living in poverty – (parents supported to access employment, median household income)

3.1.3 Improved school readiness

- a) % children reaching a 'good level of development' at the end of Reception
- b) % gap between the bottom 20% and the rest at the end of the EYFSP
- c) Improved child development at 2-2½ years.

⁶ <https://www.gov.uk/government/publications/commissioning-of-public-health-services-for-children>

⁷ <https://www.gov.uk/government/publications/childrens-centre-inspection-handbook-for-inspections-from-april-2013>

⁸ <https://www.nice.org.uk/about/what-we-do/our-programmes/nice-guidance/nice-guidelines/nice-public-health-guidelines>

3.1.4 Improved parenting skills and attachment

- a) More parents with improved mental well-being - % of mothers referred for maternal mood evidence based assessment tool (90% of those referred assessed as having improved mental wellbeing)
- b) % of families with a strong home learning environment – (Home Learning Environment Index) – improvement from baseline
- c) Reduce pre-birth and 0-4 children in need
- d) Reduced level of concern based on Early Help Assessment tool (% reduced by 3 points on the scale)
- e) Secure attachment between parent and children.

4 Requirements of Oldham’s Early Years Offer (Right Start Core Service)

The service will provide universal access to a range of health and developmental assessments complemented by evidence based interventions delivered to fidelity for families with children under 5. The public health outcomes framework and children’s centre inspection framework clearly identify a range of outcomes that are significant for the 0-5 age range.

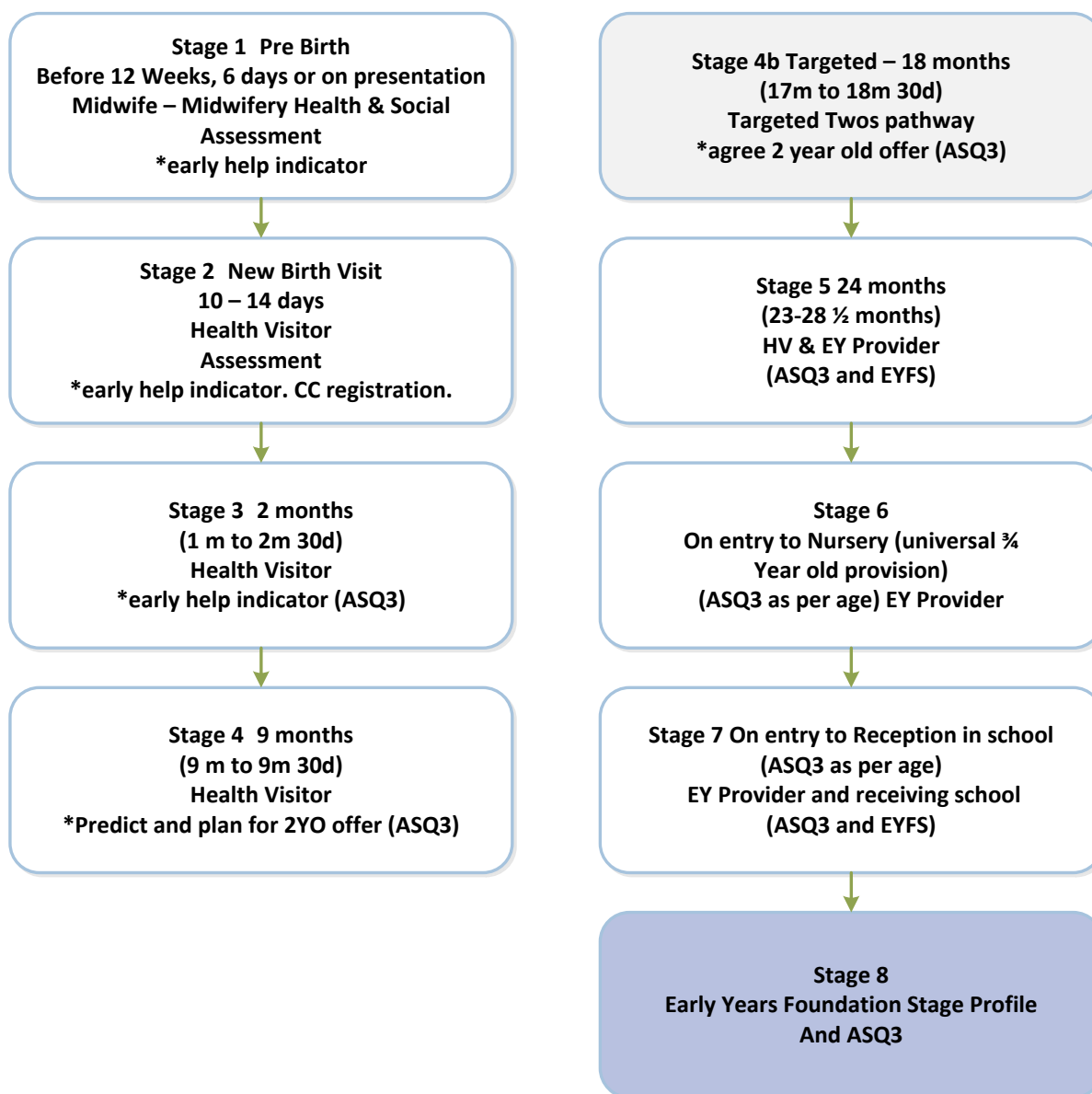
The overarching aim of this commission is to create the ‘**Right Start Core Service**’; a single service with a single set of performance outcomes whereby the ultimate aim is that ‘**children are developing well and ready for school**’. The service will deliver the following functions:

- Function One:** Delivery and co-ordination of a range of Early Childhood Services on a district/locality basis with designated children’s centres providing the ‘shop front’ for the service.
- Function Two:** Delivery of the Healthy Child Programme (0-5).
- Function Three:** Delivery of the Children’s Centre Core Purpose.
- Function Four:** Delivery of Oldham’s Right Start assessment model and associated interventions.
- Function Five:** Delivery of the Family Nurse Partnership targeted intervention, for vulnerable teenage parents.
- Function Six:** Co-ordination and delivery of Council’s Oral Health Plan for under 5s.

5 Right Start Assessment Pathway and Tools

- 5.1 The Right Start model is underpinned by a **common assessment pathway** - eight common assessment points for an integrated (whole child and whole family) assessment at crucial child developmental milestones from pre-birth through to the child’s fifth birthday.

8 Stage Assessment model



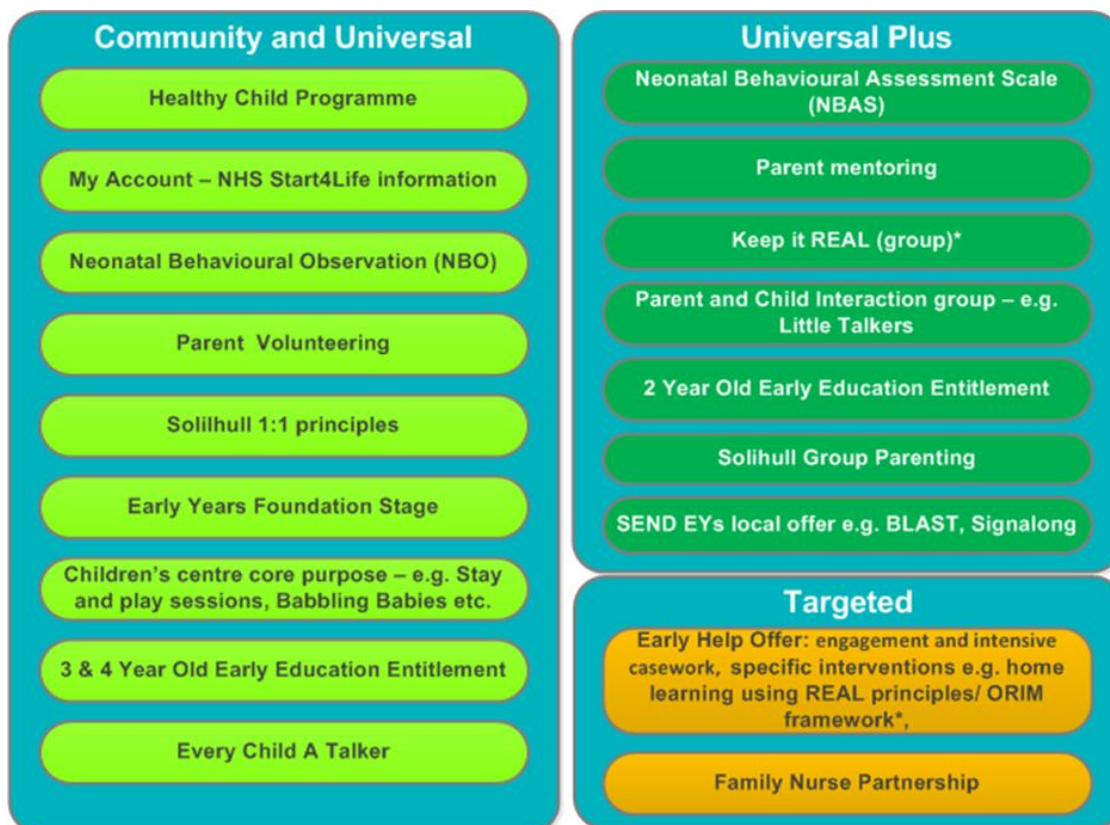
- 5.2 At all stages a family strengths based approach to assessment should be taken. Professional judgement needs to be applied in the use of tools, the interpretation of results and in communication with the family about the findings and next steps.
- 5.3 At key assessment points within the model, practitioners will assess the child's development using the agreed evidence based assessment tools. Where an assessment identifies developmental delay or risk of developmental delay, needs would be addressed through the use of a range of evidence-based targeted interventions and services.
- 5.4 This approach should ensure that need is identified and addressed earlier thereby preventing issues becoming more acute and having a longer-term impact on the child

and family especially in relation to school readiness.

- 5.5 A series of screening and assessment tools used at each stage of the 8 Stage Assessment Model identify children who may need additional support and act as a trigger to accessing appropriate interventions depending on levels of need.
- 5.6 Oldham's standardised assessment tools are identified in [Appendix 6]. Assessments should be delivered universally. Where additional support needs are identified one of the targeted assessments should be used.

6 Right Start Interventions

- 6.1 The provider(s) will ensure high quality delivery of evidence based interventions supported by robust supervision and support from a Clinical Psychologist to achieve sustained behaviour change.
- 6.2 A suite of evidence-based and timely interventions have been developed which are sequenced as a package of transformational support to families, with appropriate step-down support rather than 'free fall', with a strong focus on parenting programmes because of the clear link between parenting and children's behaviour and mental health.
- 6.3 The diagram below identifies the required interventions which should be delivered to support identified need. The impact of these interventions will be monitored via the single performance framework.



Key Points/assumptions

- The services currently delivering these functions are commissioned individually and share many of the same outcomes. The difficulties of sharing information between these services often leads to duplication of services and time wasted in getting the right service to the right people as swiftly as possible.
- The current children's centre and health visiting services both have high take up of services and have both engaged in the piloting of the 8 stage assessment model (operational element of this service) for the last two years; stages 2-5 are the responsibility of the Right Start Core Service; with stage 6-8 the responsibility of schools and early years settings. This is a parent led assessment approach.
- By adopting an integrated model with a single operational delivery model we aim to improve outcomes by reducing duplication and sustaining behaviour change. This model is about working differently.
- The integration of a number of individual services/commissions to a single service should translate to a cost benefit to the Council and public purse. *NB: The specification requires a minimum number of front line staff to be retained.*
- By aligning the commissioning of the School Nursing with that of the Early Years Offer we aim to achieve a streamlined service 0-19.
- In addition to delivery of the core specification, the 8 model will ensure better integration between children's centres, schools and the private, voluntary and independent sectors.
- There has been significant investment in workforce development across the Early Years Sector to adopt a whole system approach to improving outcomes in the Early Years with the aim being that assessment and intervention approaches are standardised across the sector ensuring families and children receive consistent messages and support leading to improved outcomes.

NB: it should be noted that the roll out of the 8 stage assessment model and interventions is currently being lead and managed by the Councils Early Years and Childcare service and overseen by the Early Years and Childcare Board. The commissioning on this integrated service is to enable the delivery of the piloted model.

What don't you know?

- Key data from the evaluation of the 8 stage assessment points is currently being analysed and will be utilised to inform the roll out of all assessment points – to be completed by March 2016.
- Whilst we provided a detailed specification for the commission of the Right Start Core Service (Oldham's Early Years Offer), the final detail of the proposed single service will only be known once implementation begins following formal contract award.
- Specific staffing by district will be identified as part of the transition to the new model; it is anticipated that a further EIA will be completed once the detail from the winning bidder is known.

Further data collection

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

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

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

Consultation information

This section should record the consultation activity undertaken in relation to this project, policy or proposal.

3a. Who have you consulted with?

The operational elements of the model

Current providers have piloted and co-constructed the 8 stage assessment and agreed intervention pathways throughout 2013/14. Full roll out will begin during 2015/16. Therefore providers have a good understanding of the expectations of future delivery for Early Years services in Oldham.

This operational model is built on a parent led approach. Parents have engaged in the pilot of this model and contributed to the evaluation via focus groups facilitated by Oldham's BIU team.

The redesign of the service to deliver the operational model

Consultation on the various stages of the redesign has included multi agency partners, represented via the Early Years Programme Board and project group. NHS England were included in the redesign process and cost modelling. We also sought 'critical friend' views from other local authorities on the model.

A market event preceded the main procurement cycle which facilitated discussions with potential providers on the Oldham's vision for the 0-19 offer and provided opportunity for questions and feedback from aforementioned providers. Information from this session was considered prior to the Service Specifications being finalised.

Public Consultation via OMBC website on the budget challenge.

3b. How did you consult? (inc meeting dates, activity undertaken & groups consulted)

Consultation is ongoing during the roll out of the operational model as identified above and will continue to report to the Early Years and Childcare Board as well as the redesign project group.

Once implementation of the commissioned model begins (Autumn 2015) consultation will begin with staff and public on the various elements of implementation in readiness for a contract start date of 1 April 2016.

3c. What do you know?

The implementation of the new commission will be complex and may lead to a dip in service performance during this time.

The transfer of staff to new organisations can create anxiety; not only for them but also for the families they work with should there be direct staff changes on the front line.

Key functions required in the specification are secured in statute to ensure families receive a minimum offer.

The transfer of responsibility for Health visiting to the Council happened on 1 October 2015 following detailed handovers between the current provider, NHS England and the Council. The performance monitoring of this service now lies with the Council and is reportable to Public Health England.

3d. What don't you know?

Full details of the implementation plan will be agreed once a formal contract award has been achieved. The current position allows for 18 weeks from November 2015 to 1st April 2016 to enable a safe transition into a new model and transfer of staff where applicable.

Stage 4 of the EIA will be updated once this detail is known. However the progress of the transition will be reported to and monitored by the Councils Children's Assurance Group; LSCB; Best Start in Life Partnership and Early Years and Childcare Board.

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)

The objectives of the children's centre programme reflect and reinforce Oldham's co-operative agenda and aim to strengthen relationships at local level between people from different backgrounds within neighbourhoods.

The 8 stage assessment model is an empowerment model which sets out to support all parents in Oldham give their child the best possible start in life. It achieves this through the implementation of specific screening tools i.e. Ages and Stages 3 which are parent led.

This empowerment model recognises parents as experts in their child and supports parents understand and take responsibility for their child's development.

The benefit for communities is that it supports the identification of potential development delays amongst cohorts of children within

	<p>programmes, communities and populations. Information collected can be used to guide the use of resources.</p> <p>The long term objective is to ensure that more children achieve expected levels of development a key stages within their education and ultimately equip more people in Oldham with the skills they need to access further education, training and the labour market.</p>
Disabled people	N/A
Particular ethnic groups	N/A
Men or women (include impacts due to pregnancy / maternity)	N/A
People of particular sexual orientation/s	N/A
People in a Marriage or Civil Partnership	N/A
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N/A
People on low incomes	N/A
People in particular age groups	The aim of the operational model is to improve assessment and intervention pathways to clearly identify support required and access to that support. At the time of writing this EIA these pathways are still under development both locally and across GM.
Groups with particular faiths and beliefs	N/A
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>)	See generic groups

c Stage 4: Reducing / mitigating the impact

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

Impact 1: Children and Young People

The use of national and GM specifications for this service ensure the maintenance of statutory duties and functions.

Ensure a key worksteam during implementation to ensure the safe transfer for all vulnerable groups, particularly those subject to multi-agency plans.

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

TBC following the contract award

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

TBC following the contract award

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

TBC following the contract award

Stage 5: Signature

Lead Officer: Tracey Harrison

Date: 07.12.15

Approver signature: Alan Higgins

Date: 07.12.15

EIA review date: December 2016

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

Section 1

Reference:	D014
Portfolio	Economy and Skills
Directorate:	Economy and Skills
Division:	Enterprise and Skills
Responsible Officer and role:	Jon Bloor Head of Service, Economy and Skills
Cabinet Member and Cluster :	Cllr J McMahon - Economy and Enterprise

Title:	Oldham Business Leadership Group (OBLG) Grant
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Section 2

2015/16 Budget for the section: <i>(By Division):</i>	Expenditure	£35k per annum
	Income	0
	Net Expenditure	£35k per annum
Total posts numbers in section: <i>(By Division):</i>	FTE	FTE headcount

	2016/17 £k	2017/18 £k
Proposed Financial saving:	35	0
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>The Council agreed in 2011 to restructure the Economy and Skills team and delete a Principal Officer Post. This post provided support to Oldham Business Leadership Group. It was agreed that part of the transition would be to provide a four year annual grant of £35k to fund a secretariat post.</p> <p>The idea was that the four year allocation would allow OBLG to develop it's Community Interest Company and develop income generating activity. The agreement will end in March 2016.</p> <p>The budget saving proposal is to cease to offer this grant as part of the Economy and Skills savings target.</p>
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Proposed Savings £k: <i>Through efficiency, income generation, transformation, decommissioning, etc</i>	£35k in 2016/17 Through not extending the initial agreement with OBLG.
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Further Financial Implications & Considerations <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	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>	1
Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i>	Loss of funding for OBLG secretariat post
Type of impact on partners	Negative

Section 4

Key Milestones	
Milestone	Timescale
Confirm Budget Option	September 2015
Support OBLG to identify alternative income streams	Complete by November 2015
Report to Executive Director/Cabinet Member	Late November 2015
Completion of EIA Equality impact screening completed and an EIA is not required	
Consultation within PVFM timeline Consultation is required	Consultation with OBLG and OBLG Secretary is required.

Key Risks and Mitigations

Risk	Mitigating Factor
Lack of income generation	Work with Manchester Growth Company to identify opportunities via ESF

Section 5

What impact might the proposal have on the following?

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

None.

Service Delivery and future expected outcomes:

The post provides support to Oldham Business Leadership Group and the Enterprise Trust Board. The deletion of the post will have a detrimental impact upon this activity

Organisation (other services)

The funding element has been enhanced by an additional provision of funding to support the Enterprise Trust fund. This has enabled a broader staffing base to be appointed by OBLG. OBLG might wish to review this activity and aim to secure alternative funding streams or re-allocate activity.

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 will be reduction of 1 FTE in 2016/2017 and 2017/2018. However, the activity is inextricably engaged with Enterprise Trust fund activity which includes 2 other posts (part-time) which could be within scope.

Communities

This will have a detrimental impact upon OBLG. The business community is integral to the promotion of Oldham as a place to invest and develop. The post is integral to the engagement of businesses and provider of support. The aim is to secure ESF funding that recognises the value of activity and engagement. The proposed ESF programme has been delayed and won't be secured until December or January 2016.

Service Users

This will reduce business engagement

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

OBLG have not secured alternative funding streams. Further work will now be done to identify alternative models.

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	N/A
Staff Consultation	The staff member will be consulted with.
Partner Consultation	Consultation will be undertaken with OBLG and Manchester Growth Company.
Public Consultation	None required.
Service User Consultation	None required.
Any other consultation	No formal consultation is required.

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:	Jon Bloor
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Support Officer Contact:	Jon.bloor@oldham.gov.uk
Support Officer Ext:	0161 770 4188


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 J McMahon
Signed:	Signed  Cllr J McMahon (Cabinet Member for Regeneration & City Region)
Date:	26 August 2015

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	

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

Section 1

Reference:	A003
Portfolio	Policy and Governance
Directorate:	Policy and Governance
Division:	Business Intelligence
Responsible Officer and role:	Dami Awobajo, Head of Business Intelligence
Cabinet Member and Cluster :	Cllr A. Shah - Performance and Corporate Governance

Title:	Business Intelligence Service - Income Generation, Vacancy Management, Restructure
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£1,555k
	Income	(£1,555k)
	Net Expenditure	£0k
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	30

	2016/17 £k	2017/18 £k
Proposed Financial saving:	139	N/A
Proposed reduction in FTE's	2	N/A

Budget Analysis

Item			£k
Salaries	Includes Business Support, and fully charged out staff	Controllable	1205
Transport	Car Allowances and Travel expenses	Semi Controllable	3
Supplies & Services	Software systems plus costs associated with electronic information necessary to run the service	Semi Controllable	94

Recharges	ICT, Accountancy, Legal, HR, Directorate Management Support	Non Controllable	206
Capital Financing	Annual charges re capitalisation of the Corvu system	Non Controllable	47
Income - External	Oldham Care and Support	Semi Controllable	(46)
Income – Recharges & Fees	Contributions from DEFRA and public health, Internal fees plus CSS Recharges	Semi Controllable	(1509)
Proposed BIS financial saving As Percentage of BIS controllable budget		11.5%	
Policy and Governance Budget		3,339	
Policy and Governance Savings Target		290.5	
Proposed financial saving as Percentage of Policy and Governance Budget Target		47.8%	

Proposed financial saving as Percentage of Salary Budget

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 Business Intelligence Service provides and develops insight that informs strategic decisions which demonstrates impact. It is responsible for producing the Corporate Performance reports which enables the Council to judge how well it is meeting the objectives in its Corporate Plan.</p> <p>The service works closely with the ONS to understand and analyse demographic information to understand the profile of Oldham and what that may mean for the services the Council provides to its residents.</p> <p>Periodically Business Intelligence carries out in depth research into a variety of areas that may affect lives Oldham’s residents such as changes to social security, social care and health in order to inform the response of the Council and its partners. Furthermore, it researches and assesses new ways of delivering services to enable the Council to continue to deliver services that benefits Oldham’s residents.</p> <p>The service ensures that planning and regeneration decisions can be made on sound geographical information by ensuring that</p>
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the mapping data is accurate and timely.
 The proposal is a combination of three elements

- Income Generation
- Vacancy Management
- Restructure of the Service

These are designed to continue the commercial aspects of the BIS service, reflect BIS turnover trends while minimising job losses, equalising terms and conditions and putting in place a more agile service. However it must be noted that capacity will be reduced in line with the FTE reduction. This means that the BIS Service Offer will need to be streamlined and levels of support to services will need to reduce.

It is anticipated that the above proposal can be delivered by 2016/17

<p>Proposed Savings £k: <i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p>Income Generation – BIS has generated income of circa £40K in 2014/15. There is some competition in the market however BIS have agreements in place with a number of customers for 3 years. The proposal is to generate £51.2k</p> <p>Vacancy Management – BIS has a slightly higher staff turnover because of the BIS approach to developing analytical talent. The approach is to ensure that staff have access to substantial training opportunities and have a wide range of responsibilities. The nature of the analytical market means there a number of opportunities readily available. As a result a vacancy management target of 3% can be built into the budget. This amounts to £35.5k</p> <p>Restructure of Service – Since BIS was brought together as a single service there have been some overly specialised legacy job roles and terms and conditions that should be addressed. To become an even more agile service, roles now need to be multi-disciplinary even if individuals have very useful specialised skills. Further terms and conditions of colleagues working side by side need to be equal, a restructure will address that. Following that there will be a reduction of 2FTEs, capacity and the BIS service offer will be reduced as a result. There would be some mitigation as the resulting job roles would be more multidisciplinary and therefore could be more flexibly deployed. This would generate £52.6k</p> <table border="1"> <thead> <tr> <th>Proposal</th> <th>Saving (£)</th> </tr> </thead> <tbody> <tr> <td>Income Generation</td> <td>51,250</td> </tr> <tr> <td>Vacancy Management</td> <td>35,500</td> </tr> <tr> <td>Restructure of Service</td> <td>52,610</td> </tr> <tr> <td>Total</td> <td>139,360</td> </tr> </tbody> </table>	Proposal	Saving (£)	Income Generation	51,250	Vacancy Management	35,500	Restructure of Service	52,610	Total	139,360
Proposal	Saving (£)										
Income Generation	51,250										
Vacancy Management	35,500										
Restructure of Service	52,610										
Total	139,360										

<p>Further Financial Implications & Considerations</p> <p><i>ie Capital implications or invest to save, pump priming etc , variations to budget</i></p>	<p>Although some mitigation can be put in place as detailed in section 5, it should be clearly noted that the proposed saving will affect delivery. Consequently savings above those proposed will further negatively impact the ability to provide data, intelligence and analysis in such statutory areas as Education, Public Health and Social Care (Children’s and Adults). Further other areas such as</p> <ul style="list-style-type: none"> - geographic information to support planning, regeneration and waste services - demographic and population research to support service planning and development - business analysis to support organisational transformation - ability to generate income - ability to run surveys and consultations - and support to enable the organisation to meet inspection frameworks will be compromised.
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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>	2
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

<u>Key Milestones</u>	
Milestone	Timescale
End of Restructure consultation Period	Oct 2015 Est.
Implementation of New Structure	Jan 2016 Est.

<u>Key Risks and Mitigations</u>	
Risk	Mitigating Factor
Income levels not reached	Tie in with customers for 3 years and further development of product
Vacancy management not met target	Continue to ensure that Training and development opportunities of high quality for BIS staff

Section 5

What impact might the proposal have on the following?

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

N/A

Service Delivery and future expected outcomes:

As discussed above, BIS service delivery and service offer will reduce in line with reduction in FTEs. For example

- Support Levels for Inspection
- Scope of research
- Business Analysis and Service improvement

Given the proposals to change roles to become more generic (while valuing individual specialism) there will be some mitigation in the form of a more flexibly deployed resource

Organisation (other services)

There will be less capacity to support other services of the Council to:

- Deliver savings
- Facilitated service improvement
- Provide challenge and performance information

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*

- Reduction in headcount by 2 FTE
- Change to job roles to become more generic (while retaining individual specialism)
- Overall number of posts affected 20

Communities

N/A

Service Users

Non directly however the capacity to performance and quality affecting service users will reduce in capacity

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

N/A

Section 6

Supplementary Information

N/A

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	Sept 2015 Est.
Staff Consultation	Oct 2015 Est.
Public Consultation	N/A
Service User Consultation	N/A
Any other consultation	P&G Consultation – June/July 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	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:	Dami Awobajo Head of Business Intelligence Ext 1559
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Support Officer Contact:	N/A
Support Officer Ext:	N/A


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:	Arooj Shah
Signed:	
Date:	26 August 2015

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	

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

Section 1

Reference:	A004
Portfolio	Policy and Governance
Directorate:	Policy and Governance
Division:	Executive Support
Responsible Officer and role:	Heather Moore, Head of Executive Support
Cabinet Member and Cluster :	Cllr. A Shah - Performance and Corporate Governance

Title:	Savings proposal – Vacant Post within the Executive Support service
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£448k
	Income	(£448k)
	Net Expenditure	£0
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	21

	2016/17 £k	2017/18 £k
Proposed Financial saving:	21	0
Proposed reduction in FTE's	1	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>The proposal is to not recruit to the vacant post Executive Support currently holds. The post has been vacant for the past six months following the restructure of the Senior Leadership Team. Therefore due to the structure of the service, effective Executive Support can continue without this post being required.</p> <p>As the post is vacant, there will be no impact on staff within the service.</p>
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Proposed Savings £k:	£21k
<i>Through efficiency, income generation, transformation, decommissioning, etc</i>	

Further Financial Implications & Considerations	None
<i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	

Economic Impact Summary	
Total net FTE job losses (gains): <i>(including Council, Unity partnership, 3rd sector, other partners, private sector)</i>	1
Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i>	0
Type of impact on partners	Negative

Section 4

Key Milestones	
Milestone	Timescale
None	

Key Risks and Mitigations	
Risk	Mitigating Factor
No risk identified with this proposal	

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:

None

Organisation (other services)

None

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*

None

Communities

None

Service Users

None

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

None

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	As per agreed timescales for the 2016/17 budget.
Staff Consultation	N/A
Public Consultation	N/A
Service User Consultation	N/A

Any other consultation	N/A
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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:	Heather Moore, Head of Executive Support
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Support Officer Contact:	As above
Support Officer Ext:	1975


Cabinet Member Comments and/or approval	
Approval received from Councillor Arooj Shah, Cabinet Member for Performance and Governance.	

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

Submitted to Finance:	09 September 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Councillor Arooj Shah Portfolio Holder Performance and Corporate Governance
Signed:	
Date:	09 September 2015

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	

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

Section 1

Reference:	C014
Portfolio	Corporate and Commercial Services
Directorate:	People Services
Division:	People Services
Responsible Officer and role:	Dianne Frost - Director of People
Cabinet Member and Cluster :	CIr A Jabbar - Finance and HR

Title:	Non staffing budget savings within People Services
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£3,967k
	Income	(£3,741k)
	Net Expenditure	£226k
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	38.44

	2016/17 £k	2017/18 £k
Proposed Financial saving:	50	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>	Reduced revenue budget in above areas achievable by 1 April 2016 through: <ul style="list-style-type: none"> • Corporate investment in desktop machines means reduction in demand for computer repair and maintenance • Use of electronic communications in preference to hard copy printing • A lesser call on employee expenses as a result of reduced staffing • Increased reliance on internal staff services
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<u>Proposed Savings £k:</u> <i>Through efficiency, income generation, transformation, decommissioning, etc</i>	Reduction of non – pay related budgets as specified by total of £50k
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<u>Further Financial Implications & Considerations</u> <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	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>	None
Total financial loss to partners (£k) <i>(including Unity partnership, 3rd sector, other partners, private sector)</i>	None
Type of impact on partners	Neutral or marginal

Section 4

<u>Key Milestones</u>	
Milestone	Timescale
Mandatory – Completion of EIA & Consultation within PVFM timeline	

<u>Key Risks and Mitigations</u>	
Risk	Mitigating Factor
None	

Section 5

What impact might the proposal have on the following?

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

None

Service Delivery and future expected outcomes:

Work requested by the business will be 'commissioned' only within available budget or as an agreed cost to the business as appropriate

Organisation (other services)

None

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*

None

Communities

None

Service Users

None anticipated

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

None

Section 6

Supplementary Information

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 required
Staff Consultation	None required
Public Consultation	None required
Service User Consultation	None required
Any other consultation	None required

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:	Dianne Frost
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Support Officer Contact:	Lewis Greenwood
Support Officer Ext:	X 3542


Cabinet Member Comments and/or approval	
Approved	

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

Submitted to Finance:	26 th August 2015
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Section 10

Approval by Lead Cabinet Member

Cabinet Member:	Cllr A Jabbar
Signed:	
Date:	26/8/15

Approval by Supporting Cabinet Members

Cabinet Member:	
Signed:	
Date:	

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

Section 1

Reference:	B003a
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 B Brownridge – Neighbourhoods and Co-operatives

Title:	Public Protection- The proposal relates to the Commercial Protection team within the Environmental Health section of Public Protection.
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Section 2

2015/16 Budget for the section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	Expenditure	£1,322k
	Income	(£400k)
	Net Expenditure	£922k (controllable and semi controllable)
Total posts numbers in section: <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	FTE	36

	2016/17 £k	2017/18 £k
Proposed Financial saving:	70	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>It is proposed to remove from the structure 2 Environmental Health Officers posts.</p> <p>The 2 Environmental Health Officer posts are currently vacant.</p> <p><u>Commercial Protection</u> – vacant post. Work is ongoing to re assign some of the Contaminated Land workload to Building Control with a corresponding contribution to Building control's income target. This together with resetting priorities for the remaining workforce should ensure that all tasks are dealt with but expectations will need to be managed and revised service standards will require communication to both</p>
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	<p>service users and politicians. Where bespoke specialist assistance is required the current arrangement with Manchester Council will be utilised.</p> <p><u>Neighbourhood Enforcement</u> – an Environmental Health Officer post in this section is currently vacant and it is proposed to remove this from the structure from 1st April 2016.</p> <p>The service currently operates with 5.8 FTE officers and the one vacancy. Removing this vacancy from the structure will reduce the capacity within the Environmental Health Officer pool within the team by 17%. Consequently work priorities and the agreed service standards will have to be recalculated.</p>
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<p><u>Proposed Savings £k:</u></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p><u>Commercial Protection</u></p> <p>EHO £41,030 (inc. on costs)</p> <p>Allow £5,000 for bespoke work on specialist contaminated land assessments from Manchester Council</p> <p>Allow £7,200 for work carried out by Building Control on contaminated land planning application referrals</p> <p>Saving £28,830 (inc. on costs)</p> <p><u>Neighbourhood Enforcement</u></p> <p>EHO £41,030 (inc. on costs)</p> <p>Saving £41,030 (inc. on costs)</p> <p>Total proposed saving from the 2016/17 budget = £69,860</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

<u>Key Milestones</u>	
Milestone	Timescale
None agreed at this time pending project approval	

<u>Key Risks and Mitigations</u>	
Risk	Mitigating Factor
Unable to meet timescales for response as currently	Need to agree revised service standards in some service areas.

Section 5

What impact might the proposal have on the following?

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

<u>Service Delivery and future expected outcomes:</u>
<p>In relation to contaminated land enquiries coming into the service, developers, residents and colleagues across the Council will not always have access to contaminated land expertise. Delays will be experienced due to the reduction in capacity and this will have to be communicated to all parties. Technical advice will be obtained from Manchester Council using a 'call off' arrangement.</p> <p>The service would still need to procure experts for investigatory work where needed as Manchester Council officers would only be able to provide technical advice.</p> <p>In relation to the Environmental Health Officer workloads in the Neighbourhood Enforcement team, the service will have to realign work priorities and service standards and some existing functions will be examined with a view to not providing them going forward. Outcomes within the team are very 'service request generated' and therefore a reduction in the service standards will impact mainly on the speed of resolution and potentially customer satisfaction.</p>

<u>Organisation (other services)</u>
<p>There will be limited impact on other areas of the Council however we would require:</p> <ul style="list-style-type: none">• A fully considered communications plan will be essential• Full support from partners• Full political support for any moves to new agreed priorities for the service.

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

Employees have not to date been involved in the development of the proposal but their engagement will be essential moving forward to detail the proposals and the implementation.

Communities

An increase in the targeted response times to some service requests and a realigning of work priorities to the resources available will inevitably impact on communities and the resolution of cases in a timely manner. More detailed work is required to analyse the variety of cases and how to react, however it is proposed that a graded response is adopted reacting to the resources available and the quantity of requests for service. It may be suggested that web based advice is only given in some instances rather than attending.

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 and gain understanding regarding service standards.

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	Undertaken
Staff Consultation	N/A
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:	Beckie Wylie Rothwell
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 Barbara Brownridge
Signed:	
Date:	5 November 2015