

**Appendix 6**  
**2016/17 & 2017/18 – Schedule of Budget**  
**Proposals – Tranche 3**

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

### Section 1

<b>Reference:</b>	<b>D013</b>
<b>Portfolio</b>	Economy and Skills
<b>Directorate:</b>	Economy and Skills
<b>Division:</b>	Enterprise and Skills
<b>Responsible Officer and role:</b>	Mark Lester Head of Service, Strategic Investment
<b>Cabinet Member and Cluster :</b>	Councillor Jean Stretton/Councillor Eddie Moores Economy and Skills

<b>Title:</b>	Town Centre Management – Realignment of Town Centre Operations
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### Section 2

<b>2015/16 Budget for the section:</b> <i>(By Division):</i>	<b>Expenditure</b>	<b>£2,846k</b>
	<b>Income</b>	<b>(£1,784k)</b>
	<b>Net Expenditure</b>	<b>£1,062k</b>
		<b>Exp includes £273k capital depreciation charge which is a central cost to the authority. Actual net exp. is £789k</b>
<b>Total posts numbers in section:</b> <i>(By Division):</i>	<b>FTE</b>	<b>11.5</b>

	<b>2016/17 £k</b>	<b>2017/18 £k</b>
<b>Proposed Financial saving:</b>	175	0
<b>Proposed reduction in FTE's</b>	0	0

### Section 3

<b><u>Background:</u></b>  <i>Brief description of the proposal ie: what will be different, how will changes be implemented, timescale for implementation</i>	<p>The service is seeking to create a new business model for the management of the Town Centre and to refocus the discretionary spending on the operational management of the Town Centre.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>• Review of existing management and staffing arrangements</li> <li>• Reduction in TCM Professional Fees budget</li> <li>• Reduction in Operational Materials budgets</li> </ul>
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<p><b><u>Further Financial Implications &amp; Considerations</u></b></p> <p><i>ie Capital implications or invest to save, pump priming etc , variations to budget</i></p>	<p>The 2016/17 budgets currently include:</p> <ul style="list-style-type: none"> <li>• Professional Fees - £190,000</li> <li>• Operational Materials £141,700</li> <li>• Publicity and Marketing £164,910</li> </ul> <p>Overall there will be a gross reduction in the Town Centre Management Base Budget of £175k in 2016/17.</p> <p>The remaining budgets will realigned to support the new Business Model</p>
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**Economic Impact Summary**

The current TCM annual events programme is calculated to generate more than £2m visitor spend within the town centre.

Refocusing the above programme could potentially have a negative impact on the future generation of visitor spend.

However, the realignment of Town Centre operations is expected to mitigate this by generating more visitors to the Town Centre.

<b>Total net FTE job losses (gains):</b> <i>(including Council, Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	None
<b>Total financial loss to partners (£k)</b> <i>(including Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	None
<b>Type of impact on partners</b>	Negative

## **Section 4**

<b><u>Key Milestones</u></b>	
<b>Milestone</b>	<b>Timescale</b>
<b>Re profile of the cost centres for 2016 to 18.</b>	<b>November 2015</b>
<b>Model and financially appraise the new delivery structures for the management and operation of the Town Centre</b>	<b>February 2016</b>
<b>Complete TC programme changes to 2018</b>	<b>March 2016</b>
<b>Completion of EIA</b>	
Equality impact screening completed and an	Not Required

EIA is not required	
<b>Consultation within PVFM timeline</b>	
Consultation is required	N/A

<b>Key Risks and Mitigations</b>	
<b>Risk</b>	<b>Mitigating Factor</b>

## **Section 5**

### **What impact might the proposal have on the following?**

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

Visitor numbers / footfall influence rental and vacancy levels (and future business rate income).

#### **Service Delivery and future expected outcomes:**

Further reprofiling existing budget provision and/or further investment may be required in events/promotional activity on the back of the completion of major developments such as the Old Town Hall.

Activity will be required in order to change consumer habits within the core catchment area to make Oldham the local destination of choice and address previous leakage i.e. get Oldhamers back into Oldham.

#### **Organisation (other services)**

Included in the proposed savings are contributions that add to/enhance activity led by other parts of the Council. Examples include contributions to maintenance and seasonal planting that form part of the Bloom & Grow activity. The proposed reductions may impact on those services.

#### **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 no reduction in FTE in 2016/2017 and 2017/2018.

#### **Communities**

The promotional programme provides public events and activity which are free and accessed by a broad range of local communities.

### **Service Users**

The service users in this instance are predominantly the businesses based within the town centre. The activity is intended to encourage repeat visits to the town centre and generate spend in local businesses (calculated to be c£2m)

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

Included on the list of proposed reductions are contributions that add to/enhance activity led by other organisations.

## **Section 6**

### **Supplementary Information**

The Town Centre activity supports a very broad range of activities that underpin a key priority for the Council in regard to Place-marketing and making Oldham a more appealing part of the overall investment offer. This remains a growth area of member's interest and ambition to undertake more work.

## **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.**

<b>Trade Union Consultation</b>	None required.
<b>Staff Consultation</b>	The management team will be consulted about the best means to deliver the target.
<b>Public Consultation</b>	None required.
<b>Service User Consultation</b>	None required.
<b>Any other consultation</b>	No formal consultation is required.

## **Section 8**

### **Equality Impact Screening**

Is there <b>potential</b> for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	<b>State Yes / No against each line</b>
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](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:	Mark Lester
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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](mailto:financialplanning@oldham.gov.uk)

Submitted to Finance:	4 January 2016
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**Section 10**

**Approval by Lead Cabinet Member**

Cabinet Member:	Cllr J Stretton	
Signed:		
Date:	1 February 2016	

**Approval by Supporting Cabinet Members**

Cabinet Member:	
Signed:	
Date:	

Cabinet Member:	
Signed:	
Date:	

Cabinet Member:	
Signed:	
Date:	

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

### Section 1

<b>Reference:</b>	<b>D015</b>
<b>Portfolio</b>	Economy and Skills
<b>Directorate:</b>	Economy and Skills
<b>Division:</b>	Enterprise and Skills
<b>Responsible Officer and role:</b>	Jon Bloor Head of Service, Economy and Skills
<b>Cabinet Member and Cluster :</b>	Councillor Akhtar Economy and Skills

<b>Title:</b>	Mainstreaming Council Apprenticeship Budget
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### Section 2

<b>2015/16 Budget for the section:</b> <i>(By Division):</i>	<b>Expenditure</b>	<b>£153k</b>
	<b>Income</b>	<b>0</b>
	<b>Net Expenditure</b>	<b>£153k</b>
<b>Total posts numbers in section:</b> <i>(By Division):</i>	<b>FTE</b>	<b>77</b>

	<b>2016/17 £k</b>	<b>2017/18 £k</b>
<b>Proposed Financial saving:</b>	<b>107</b>	<b>46</b>
<b>Proposed reduction in FTE's</b>	<b>None</b>	<b>None</b>

### Section 3

<p><b><u>Background:</u></b></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 Get Oldham Working Team currently holds £153k of £200k corporately allocated fund to support the placement of Apprentices across Council departments. The initial programme used the funding to create 10 apprentices (all level 2).</p> <p>The activity element (£153k) transferred to the Economy and Skills team, whilst the remaining (£47k) is held within People Services and funds a HR officer which liaises with the Economy and Skills team.</p> <p>Following the transfer it was agreed that the model would change to provide a part-payment for most apprenticeships (level 2 and level 3) rather than full cost recovery. That means each service provides a contribution towards each placement. Figure 1 provides the agreed</p>
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proportion of intervention.

Figure 1 – Service Contribution and Corporate uplift and numbers.

Level	Service Contribution	Corporate Contribution	Number of Apprentices 2015/16
2	50%	50%	6
3	30%	70%	39
4/Higher	100%	0	6
			<b>51</b>

This has meant that the £153k corporate budget has enabled an increase from 10 apprentices recruited per year to around 50 plus (maximum to date has been 72). In 2015/16 the fund has created and filled 51 apprenticeships (6x level 2, 39x level 3 and 6x level 4). This is a significant success.

The budget reduction proposal is to remove this incentive. It is hoped that departments can be encouraged to retain a commitment to apprenticeships.

The Council currently employs 77 apprentices (51 recruited this year and the 26 employed in 2014/15 – nb Level 3 apprentices are employed for 18 months and level 4 for 2 years). Figure 2 provides an overview of which department employs the apprentices and which will be most affected by the removal of the corporate fund.

Directorate	Number of Apprentices	Percentage of Apprentices by department
Corporate and Commercial Services	32	41.6
Cooperatives and Neighbourhoods	27	35.1
Health and Wellbeing	5	6.5
Economy & Skills	8	10.4
External	5	6.5
Total	77	100

There is a risk that the removal of this fund will reduce the number of apprentices within the organisation as it will result in passing on this saving/expenditure from corporate to individual service budgets.

**Proposed Savings £k:**

*Through efficiency, income generation, transformation, decommissioning, etc*

£107k in 2016/17 (due to existing commitments)  
£46k in 2017/18

**Further Financial Implications & Considerations**

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

The Government is seeking public sector agencies to commit to 2.7% of the workforce being apprentices (which equates to approximately 75 apprentices). The proposal will reduce the ability to meet this ambition.

The Council is not a registered Apprenticeship Provider directly and partnering arrangements with Oldham College, OTC, Ashley Hunter and Myerscough College exist to deliver the learning plans and assessments. The providers received funding from the Council opportunities, the reduction will be offset by the GOW campaign working more externally (the economy and skills team has filled 150 plus apprenticeships in other organisations).

The Council is excluded from the Greater Manchester Apprenticeship Grant for Employers which is regrettable as this would see an investment of £1500 from GM per placement.

The proposed apprentice levy will now be applied to all public and private sector companies with a wage bill greater than £3m. The impact of this Levy is still to be fully understood but it appears that the Levy can be drawn back down against apprenticeships recruited. The expectation is that the Council would need to recruit 50-70 apprentices to draw down this funding.

The proposal will potentially create a financial pressure on other service budgets. If services intend to maintain their investment in apprenticeships the removal of the corporate fund will need to be replaced by the service. This proposal, therefore, might simply pass on the pressure.

The GoW Apprenticeship model supports clients that would struggle to secure a private sector placement in a competitive field of applicants. The removal of this programme will reduce the effectiveness of the GOW campaign.

The Economy and Skills team are actively looking at how further external funding could be secured to continue this help through our schemes such as the European funds new proposals to support the Youth Guarantee Council obligation.

It is proposed that GoW team will remain to continue the support offered across the Council and externally supporting young people on traineeship and Apprenticeship programmes.

**Economic Impact Summary**

**Total net FTE job losses (gains):**  
*(including Council, Unity partnership, 3<sup>rd</sup>)*

None.

sector, other partners, private sector)	
<b>Total financial loss to partners (£k)</b> (including Unity partnership, 3 <sup>rd</sup> sector, other partners, private sector)	Loss of income from potential SFA training
<b>Type of impact on partners</b>	Negative

#### **Section 4**

<b><u>Key Milestones</u></b>	
<b>Milestone</b>	<b>Timescale</b>
Finalise 2014/15 recruitment to finalise expenditure.	September 2015
<b>Completion of EIA</b>	
EIA to be completed	January 2016
<b>Consultation within PVFM timeline</b>	
Consultation is required	N/A

<b><u>Key Risks and Mitigations</u></b>	
<b>Risk</b>	<b>Mitigating Factor</b>
Reputation	Retain focus on other aspects of Get Oldham Working

#### **Section 5**

##### **What impact might the proposal have on the following?**

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

<b><u>Service Delivery and future expected outcomes:</u></b>
<p><b><u>See Appendix 1 for Service Delivery Plan</u></b></p> <p>The Economy and Skills team would work to support budget holders to make informed decisions which would see increased usage of service budgets to compensate for the reduced corporate allocation. However, this will reduce the overall programme size as most team leaders/heads of service recognise the value of collective investment.</p> <p>It would reduce the ability to meet extended GOW apprenticeship targets but the team will continue to work with external employers to generate new opportunities. Unless separate departmental targets for Apprentices are mandated within the current staffing salary budgets and available resources.</p>

### **Organisation (other services)**

The apprenticeship programme is flexible and as such each year different teams recruit. The table below provides an overview of the current location of all apprentices employed within the Council and in which department. This is presented to give an overview as to which departments might be affected going forward.

Figure 1 – Apprenticeships by Directorate.

Directorate	Number of Apprentices	Percentage of Apprentices by department
Corporate and Commercial Services	32	41.6
Cooperatives and Neighbourhoods	27	35.1
Health and Wellbeing	5	6.5
Economy & Skills	8	10.4
External	5	6.5
Total	77	100

The apprenticeship programme has a number of variable costs – predominantly the salary with some additional costs on training course (e.g. level 4 Legal incurs significant additional costs) whereas others e.g. level 2 for 16-25 years is currently free. In order to assist the discussion the salary costs are produced below.

Trainee Age	Annual Salary Plus est on-costs 25%
Apprenticeship (Level 2)	£6,583.33
16 - 17 (Level 3)	£9,139.49
18-20 (Level 3)	£12,370.87
21+ (Level 3)	£15,674.59
Level 4 Living Wage	£19,171.23

### **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 no reduction in FTE in 2016/2017 and 2017/2018.

## **Communities**

The GOW apprenticeship programme has been an important part of the GOW campaign. Figure 2 provides the demographic profile of apprentices.

The current scheme has engaged well within the Asian/Asian British Community. The main thrust of apprentice marketing is aimed at young people but the Oldham scheme works with a broader age range and whilst there are fewer female apprentices than males this has improved dramatically.

GOW apprentices:			Oldham Proportion
<b>Ethnicity</b>			
Asian or Asian British	19	24.7	19.20%
White European	1	1.3	1.25%
White British	54	70.1	75.60%
Black other	3	3.9	1.24%
<b>Age category</b>			
18-20	20	26.0	
21-24	40	51.9	
24-29	16	20.8	
30-39	1	1.3	
<b>Gender</b>			
Female	32	41.6	51%
Male	45	58.4	49%
<b>Total Apprentices</b>	<b>77</b>	<b>100.0</b>	

## **Service Users**

This will reduce options for young people to progress onto. A number of level 2 apprentices have progressed onto higher level apprenticeships.

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

This will reduce the volume of deliverable training contracts for Training Providers.

## **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.**

<b>Trade Union Consultation</b>	None required.
<b>Staff Consultation</b>	The management team will be consulted about the best means to deliver the target.
<b>Public Consultation</b>	None required.
<b>Service User Consultation</b>	None required.
<b>Any other consultation</b>	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:

	<b>State Yes / No against each line</b>
Disabled people	No
Particular ethnic groups	Yes
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](http://intranet.oldham.gov.uk/downloads/file/124/equality_impact_assessment_toolkit)

EIA required:	Yes
EIA to be completed by:	Jon Bloor
By:	January 2016

## **Section 9**

Responsible Officer:	Jon Bloor
Support Officer Contact:	<a href="mailto:Jon.bloor@oldham.gov.uk">Jon.bloor@oldham.gov.uk</a>
Support Officer Ext:	0161 770 4188


Cabinet Member Comments and/or approval
Approved

**Please return completed form to:** [financialplanning@oldham.gov.uk](mailto:financialplanning@oldham.gov.uk)

Submitted to Finance:	15 October 2015
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## **Section 10**

### **Approval by Lead Cabinet Member**

Cabinet Member:	Cllr S Akhtar
Signed:	
Date:	15 October 2015

### **Approval by Supporting Cabinet Members**

Cabinet Member:	
Signed:	
Date:	

Cabinet Member:	
Signed:	
Date:	

Cabinet Member:	
Signed:	
Date:	

## D015 - Mainstreaming Council Apprenticeship Budget

### Stage 1: Initial screening

Lead Officer:	Jon Bloor
People involved in completing EIA:	Jon Bloor
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 D015 – Mainstreaming of the Council’s Apprenticeship budget.																				
1b	What is the project, policy or proposal?	<p>The Get Oldham Working Team currently holds £153k of £200k corporately allocated fund to support the placement of Apprentices across Council departments. The initial programme used the funding to create 10 apprentices (all level 2).</p> <p>The activity element (£153k) transferred to the Economy and Skills team, whilst the remaining (£47k) is held within People Services and funds a HR officer post which liaises with the Economy and Skills team.</p> <p>Following the transfer it was agreed that the model would change to provide a part-payment for most apprenticeships (level 2 and level 3) rather than full cost recovery. That means each service provides a contribution towards each placement. Figure 1 provides the agreed proportion of intervention.</p> <p>Figure 1 – Service Contribution and Corporate uplift and numbers.</p> <table border="1"> <thead> <tr> <th>Level</th> <th>Service Contribution</th> <th>Corporate Contribution</th> <th>Number of Apprentices 2015/16</th> </tr> </thead> <tbody> <tr> <td>2</td> <td>50%</td> <td>50%</td> <td>6</td> </tr> <tr> <td>3</td> <td>30%</td> <td>70%</td> <td>39</td> </tr> <tr> <td>4/Higher</td> <td>100%</td> <td>0</td> <td>6</td> </tr> <tr> <td></td> <td></td> <td></td> <td><b>51</b></td> </tr> </tbody> </table>	Level	Service Contribution	Corporate Contribution	Number of Apprentices 2015/16	2	50%	50%	6	3	30%	70%	39	4/Higher	100%	0	6				<b>51</b>
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		<p>This has meant that the £153k corporate budget has enabled an increase from 10 apprentices recruited per year to around 50 plus (maximum to date has been 72). In 2015/16 the fund has created and filled 51 apprenticeships (6@ level 2, 39 @ level 3 and 6 @ level 4). This is a significant success.</p> <p>The budget saving proposal is to remove this incentive. It is hoped that services can be encouraged to retain a commitment to funding apprenticeships. The proposal aims to save £107k in 16/17 and £46k in 17/18.</p> <p>The Council currently employs 77 apprentices (51 recruited this year and the 26 employed in 2014/15 – nb Level 3 apprentices are employed for 18 months and level 4 for 2 years). Figure 2 provides an overview of which directorate employs the apprentices and therefore which will be most affected by the removal of the corporate subsidy.</p> <table border="1" data-bbox="753 945 1422 1357"> <thead> <tr> <th>Directorate</th> <th>Number of Apprentices</th> <th>Percentage of Apprentices by department</th> </tr> </thead> <tbody> <tr> <td>Corporate and Commercial Services</td> <td>32</td> <td>41.6</td> </tr> <tr> <td>Cooperatives and Neighbourhoods</td> <td>27</td> <td>35.1</td> </tr> <tr> <td>Health and Wellbeing</td> <td>5</td> <td>6.5</td> </tr> <tr> <td>Economy &amp; Skills</td> <td>8</td> <td>10.4</td> </tr> <tr> <td>External</td> <td>5</td> <td>6.5</td> </tr> <tr> <td>Total</td> <td>77</td> <td>100</td> </tr> </tbody> </table> <p>There is a risk that the removal of this fund will reduce the number of apprentices within the organisation as it will result in passing on this saving/expenditure from corporate to individual service budgets.</p>	Directorate	Number of Apprentices	Percentage of Apprentices by department	Corporate and Commercial Services	32	41.6	Cooperatives and Neighbourhoods	27	35.1	Health and Wellbeing	5	6.5	Economy & Skills	8	10.4	External	5	6.5	Total	77	100
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Economy & Skills	8	10.4																					
External	5	6.5																					
Total	77	100																					
1c	What are the main aims of the project, policy or proposal?	<p>The main aims of the proposal are:</p> <ul style="list-style-type: none"> <li>To achieve the level of savings required to help the Council to achieve a balanced budget.</li> </ul>																					
1d	Who, potentially, could this project, policy or proposal have a detrimental effect on, or benefit, and how?	<ul style="list-style-type: none"> <li>The impact of this proposal cannot be defined entirely. The potential impact is dependent upon how the removal of the subsidy impacts on the number of opportunities created. Additionally, it is future apprenticeships that will be affected not existing ones, so it is harder to predict specific groups who will be affected.</li> <li>The proposed delivery plan aims to develop a strong communication plan which promotes the</li> </ul>																					

added value of the government backed training and the experience of hosting an apprentice which the goal to embed apprenticeships into team structures.

- The dialogue with budget holders regarding this option has been mixed with some recognising that this isn't a significant barrier whereas others will not be able to commit to future opportunities.
- It is hoped that services will still continue to fund apprenticeships therefore there will be no equality impact. As stated, however, the impact will be on future apprenticeships and therefore impact can only be a prediction based on the profile of the previous apprentices, but does act as a potential guide.

Figure 1 – Current demographic profile of the Corporate GOW Apprenticeship programme.

GOW apprentices:			
Ethnicity			Oldham Proportion
Asian or Asian British	19	24.7	19.20%
White European	1	1.3	1.25%
White British	54	70.1	75.60%
Black other	3	3.9	1.24%
Age category			
18-20	20	26.0	
21-24	40	51.9	
24-29	16	20.8	
30-39	1	1.3	
Gender			
Female	32	41.6	51%
Male	45	58.4	49%
<b>Total Apprentices</b>	<b>77</b>	<b>100.0</b>	

In terms of equality impact, the programme uses recognised HR recruitment practice which aims to ensure equal access across all groups, but the nature of apprenticeships means that they are more attractive to the younger workforce (18-24) and we have also seen an increased take up by Black and Minority Ethnic residents.

Therefore, any reduction in the number of opportunities are likely to have a disproportional and negative impact on young people (age) and BME residents (ethnicity).

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"/>	<input checked="" type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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?				
No		<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 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?	If the services commit to funding the apprentices there will be no impact on the number of young people being able to take up the opportunities afforded by apprenticeships. The current economic climate, however, is challenging for all council services and there is at least another £30m to be found in savings for the financial year 17/18. If the services decide not to fund apprenticeships in their team this will potentially limit the number of young people able to enter employment and training with the Council.

		The rest of this EIA looks at the potential adverse impact that this proposal might have if services decided not to fund apprenticeships.
--	--	---

## Stage 2: What do you know?

### What do you know already?

The Get Oldham Working (GOW) Corporate Apprenticeship programme has expanded from a scheme initiated within a single team with one role to a programme that has engaged with all departments and has developed a portfolio which has massively broadened the range of opportunities and increased the levels of educational achievement (Level 2, Level 3 and Level 4).

As stated, the Council currently employs 77 apprentices (51 recruited this year and the 26 initially employed in 2014/15 – nb Level 3 apprentices are employed for 18 months and level 4 for 2 years). Figure 1 provides an overview of which department employs the apprentices and which will be most affected by the removal of the corporate subsidy.

Figure 1- The current cohort of apprentices are employed in the following Directorates:

Directorate	Number of Apprentices	Percentage of Apprentices by department
Corporate and Commercial Services	32	41.6
Cooperatives and Neighbourhoods	27	35.1
Health and Wellbeing	5	6.5
Economy & Skills	8	10.4
External	5	6.5
Total	77	100

There is a risk that the removal of this fund will reduce the number of apprentices within the organisation. Early consultation has demonstrated that the removal of the corporate funding will be more significant for certain teams. The aim is to support all managers to examine how they could make the transition away from centrally resourced support. The new offer will be marketed positively and proactively as it still includes:

- access to free training, alongside;
- a free recruitment service; and,
- in-work support to tackle any issues that arise during the programme.

The GOW apprenticeship programme has been an important part of the GOW campaign. Figure 2 provides the demographic profile of apprentices.

The current scheme has engaged well with the Asian/Asian British Community. The main thrust of apprentice marketing is aimed at young people but the Oldham scheme works with a broader age range and whilst initially there are fewer female apprentices than males this has improved

dramatically mainly due to a broader range of opportunities.

GOW apprentices:			Oldham Proportion
<b>Ethnicity</b>			
Asian or Asian British	19	24.7	19.20%
White European	1	1.3	1.25%
White British	54	70.1	75.60%
Black other	3	3.9	1.24%
<b>Age category</b>			
18-20	20	26.0	
21-24	40	51.9	
24-29	16	20.8	
30-39	1	1.3	
<b>Gender</b>			
Female	32	41.6	51%
Male	45	58.4	49%
<b>Total Apprentices</b>	<b>77</b>	<b>100.0</b>	

If the number of opportunities is diminished, then this will have an impact, predominantly reducing opportunities for young people. The proportion of Black and Minority Ethnic residents engaged in apprenticeships is higher than potentially expected. Any reduction in placements would impact negatively on this group as well.

The Council Apprenticeship programme is a key part of Get Oldham Working and as such forms a key strand in developing skills of residents which leads to better levels of paid employment. The programme sees young people progressing from level 2 → level 3 → level 4 which in turn increases the wage levels as they exit into sustained employment. Further evidence of this can be provided.

Similarly the Apprenticeship programme supports the looked after children activity and the Council has committed to employing two Looked after Children per year via this route. This is only achievable if there is a range of opportunities which can be matched to the skills and interests.

### What don't you know?

The data on residents with disabilities hasn't been recorded effectively enough and this will be remedied but does mean the data isn't robust enough to make comparisons. However, it should be noted that the GOW campaign launched a supported internship scheme which is providing a bespoke package for young people with Special Educational Needs and/or Disabilities.

### Further data collection

N/A

<b>Summary (to be completed following analysis of the evidence above)</b>				
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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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?				
<i>Looked After Children – the Council made a commitment to support 2 Looked After Children into apprenticeships. The GOW programme has enabled this and more.</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	

### 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?	<ul style="list-style-type: none"> <li>• Budget Holders</li> <li>• Senior Management</li> <li>• Elected Member</li> </ul>
3b. How did you consult? (inc meeting dates, activity undertaken & groups consulted)	<p>One to One discussions have been held with senior managers and Elected members.</p> <p>*no apprentices have been consulted as the existing cohort is not affected.</p>

#### 3c. What do you know?

The hope is that the programme will still able to deliver the volume of opportunities that have been generated to date. However, whilst a number of budget holders have reacted positively, a

number have explained that without the investment, then they cannot commit to new posts.

The expectation is that the range of opportunities will reduce as well as the number of apprenticeships on offer. The recruitment process adheres to equal opportunities methods, so the impact will be equal across the cohort, unless the reduction in opportunities is targeted within certain role types. The ability to achieve equality is dependent on having a diverse range of opportunities.

**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)	The hope is that the programme retains a similar number of opportunities. The plan is to proactively promote the offer. Alternative proposals can include gaining an agreement to mandate departments to create a minimum level. If there is a reduced offer, then this will clearly mean fewer opportunities. As stated, the programme is pro-active in engaging residents which have enabled achieving good outcomes, and this is backed by an equal opportunities recruitment method.
Disabled people	The data on residents with disabilities hasn't been recorded effectively enough and this will be remedied but does mean the data isn't robust enough to make comparisons. However, it should be noted that the GOW campaign launched a supported internship scheme which is providing a bespoke package for young people with Special Educational Needs and/or Disabilities.
Particular ethnic groups	The lack of opportunities, or concentration of opportunities within a limited part of the Council, could reduce our ability to offer opportunities for these residents, which based on the current cohort could be disproportionate.
Men or women (include impacts due to pregnancy / maternity)	The lack of opportunities, or concentration of opportunities within a limited part of the Council, could reduce our ability to offer opportunities for these residents, which based on the current cohort is not expected to be disproportionate.
People of particular sexual orientation/s	We do not anticipate a disproportionate impact on this particular group.
People in a Marriage or Civil Partnership	We do not anticipate a disproportionate impact on this particular group.
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	We do not anticipate a disproportionate impact on this particular group.

People on low incomes	The lack of opportunities, or concentration of opportunities within a limited part of the Council, could reduce our ability to offer opportunities for residents that have a lower skill base which would help them move into better paid employment.
People in particular age groups	The lack of opportunities, or concentration of opportunities within a limited part of the Council, could reduce our ability to offer opportunities for these residents, which based on the current cohort could be disproportionate.
Groups with particular faiths and beliefs	We do not anticipate a disproportionate impact on this particular group.
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> )	The lack of opportunities, or concentration of opportunities within a limited part of the Council, could reduce our ability to offer opportunities for Looked After Children, which based on the current cohort could be disproportionate.

#### Stage 4: Reducing / mitigating the impact

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

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

Impact 1: Reduced number of Apprenticeship places	<p>The Council is in negotiation with Unity Partnership which could result in a phased contribution to the scheme. This will be finalised before March 2016. This would allow a phased reduction in the programme with a full exit of corporate investment by March 2018.</p> <p>Proposed Delivery plan. A two stage process is proposed.</p> <p>Stage 1: The Economy and Skills Team will develop a positive internal marketing campaign which will focus on:</p> <ul style="list-style-type: none"> <li>• Benefits of recruiting apprentices – backed by case studies</li> <li>• Bespoke, free recruitment service</li> <li>• Access to free training</li> <li>• In-work support</li> <li>• Corporate values linked to apprenticeships</li> </ul> <p>Stage 2 – If performance begins to drop, then the request will be made of SLT to set departmental targets for the recruitment of apprentices.</p>
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#### 4b. Have you done, or will you do, anything differently as a result of the EIA?



- Consulted with Budget Holders
- Considered the impact on residents
- Considered the impact in terms of equality

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

The performance of apprenticeships created will be reported as part of the suite of Get Oldham Working KPIs including equalities and diversity measures. The consistency of recording the KPI relating to apprenticeships and disabilities will be improved.

#### **Conclusion**

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

The main impact will be if the removal of corporate funding reduces the number of apprenticeship opportunities created in the Council.

If the numbers are dramatically reduced then this will have an impact of certain groups, specifically young residents, BME residents and Looked After Children.

The mitigation includes 3 key elements:

Element 1:

Negotiating access to an Unity Partnership sum of money which would see the funding reduce from £153k per annum to c.£100k in 2016/17 and to £60k in 2017/18.

Element 2:

The plan includes a high profile, positive internal marketing campaign which will focus on:

- Benefits of recruiting apprentices – backed by case studies
- Bespoke, free recruitment service
- Access to free training
- In-work support
- Corporate values linked to apprenticeships

This will be demonstrated through case studies and internal communications messages, which need to be reinforced by SLT/DMTs in core briefings to budget holders.

Since the decision to delete the funding was taken the team has been proactive and positive and has negotiated 10 new opportunities for 2015/16 with full salary cost recovery. This is positive but it is too early to analyse if this see if this will achieve expected target. It is proposed that the scheme is closely monitored and reported and if delivery begins to lag then a phase 2 will be requested.

### Element 3

If the performance lags behind expectations then a request will be made to introduce mandatory departmental targets. This would require an SLT champion with buy-in from SLT to promote throughout the Council and measure progress.

### Stage 5: Signature

**Lead Officer: Jon Bloor**

**Date: 12.01.16**

**Approver signature: Tom Stannard**

**Date: 12.01.16**

**EIA review date: February 2016**

## APPENDIX 1: Action Plan and Risk Table

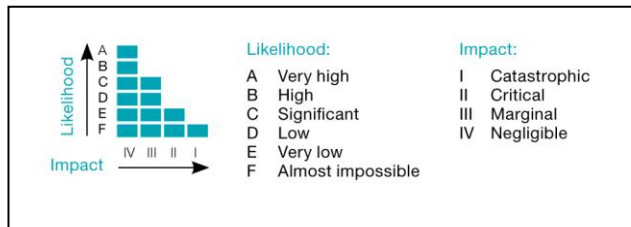
### Action Plan

<i>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)</i>					
Number	Action	Required outcomes	By who?	By when?	Review date
1	Negotiate with Unity to access underspent funding allocated to Get Oldham Working	Agree funding profile and reporting Sign off by SLT Agree marketing plan with Kier Sponsorship Agree reporting mechanise	Alun Morgan Alun Morgan Jon Bloor  Jon Bloor	Feb 2016 Feb 2016 Mar 2016  Mar 2016	
2	Develop positive marketing campaign, including case studies and offer	Campaign documents Inclusion in Council e-marketing	Jonathan Phillips	February 2016	
3	Monitor and Report Performance	Updates to SLT re: delivery	Jon Bloor	Monthly	

## 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	<b>Low</b>	<b>Critical</b>	<b>Negotiations have begun and both sides have an agreed position</b>		<b>To be determined</b>
2	<b>Low</b>	<b>Marginal</b>	<b>Marketing plan is being formulated</b>		<b>To be determined</b>
	<b>Significant</b>	<b>Critical</b>	<b>Future performance is unknown but will be monitored</b>		<b>To be developed.</b>



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

### Section 1

<b>Reference:</b>	<b>D016</b>
<b>Portfolio</b>	<b>Economy and Skills</b>
<b>Directorate:</b>	<b>Economy and Skills</b>
<b>Division:</b>	<b>Enterprise and Skills</b>
<b>Responsible Officer and role:</b>	<b>Tom Stannard, Director Enterprise and Skills</b>
<b>Cabinet Member and Cluster :</b>	<b>Councillor Shoab Akhtar Economy and Skills</b>

<b>Title:</b>	<b>Enterprise and Skills Budget Option</b>
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### Section 2

<b>2015/16 Budget for the section:</b> <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	<b>Expenditure</b>	<b>£4,348k</b> <b>(Oldham Lifelong Learning Service OLLS)</b>  <b>£868k</b> <b>(Economy &amp; Enterprise E&amp;E)</b>
	<b>Income</b>	<b>£3,525k</b> <b>OLLS</b>  <b>£98k</b> <b>E&amp;E</b>
	<b>Net Expenditure</b>	<b>£823k</b> <b>OLLS</b> This includes Capital Charges – Depreciation £414k this is a central cost to the Authority. Revised Net Expenditure £409k  <b>£770k</b> <b>E&amp;E</b> *includes a separate £35k saving proposal on OBLG contribution
<b>Total posts numbers in section:</b> <i>(By Portfolio/Directorate/Division delete as appropriate)</i>	<b>FTE</b>	<b>Headcount</b> <b>OLLS 80 SFA grant funded</b> <b>E&amp;E 5 core funded posts</b>

	2016/17 £k	2017/18 £k
<b>Proposed Financial saving:</b>	75	0
<b>Proposed reduction in FTE's</b>	0	0

### **Section 3**

<p><b><u>Background:</u></b></p> <p><i>Brief description of the proposal ie: what will be different, how will changes be implemented, timescale for implementation</i></p>	<p>ESF C2 Skills for Employment contract update</p> <p>Since the original Leadership Star Chamber discussion on this option, the commercial expansion of the Lifelong Learning service and the Get Oldham Working service have resulted in one new contract win, with other bids also in the pipeline. Officers have considered the original proposal for management consolidation against the new delivery demands of these contracts, and propose an amendment to the delivery plan for the original saving.</p> <p>The £75k financial saving will still be achieved as a full year, recurring budget reduction, as detailed below.</p> <p>The Lifelong Learning Service and Economy and Skills (E&amp;S) team have been awarded the delivery of the European Social Fund C2 Skills for Employment contract for Oldham. Delivery will begin in December 2015 and operate until July 2017 with an expectation that this will be extended until 2020. The maximum value of this contract is £630k over 19 months but is based on a payment by results methodology, therefore this can only be realised if all outcomes are met.</p> <p>The proposal is to utilise staff members from the E&amp;S team and Lifelong Learning Service as Learning Mentors which will enable £75k of Council and Skills Funding Agency (SFA) funding to be offset.</p> <p>It is anticipated that in the first phase the scheme will use 3 or 4 FTEs which will offset the £75k (providing targets are met).</p> <p>The £75k financial saving target will be taken from the Lifelong Learning Service staffing budget and the Economy and Skills team staffing budget to ensure it is a deliverable, recurring full-year budget reduction. The base budget reduction will still take effect from 1 April 2016 on this basis. The proportion of the £75k coming from each budget will be finalised when the project delivery plan is fully established.</p> <p>Contract approval was received Tuesday 17 November 2015 with a mandatory standstill period of 10 days, ending Thursday 26 November 2015, which is why this information was not available at the time of the 19 October Leadership Star Chamber discussion.</p>
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The delivery targets for this project are extremely challenging and it must be noted that the funding will only be drawn down if all of the targets are achieved. As we are the only end to end deliverer in Oldham the quality assurance requirements are rigorous. The targets include: engagement; 13 weeks and 26 weeks skills programmes; accreditation; qualification – unit accreditation; qualification – full accreditation; work experience; sustainable progressions to a full time job; apprenticeship or self-employment; sustainable progression into further skills provision at a higher level.

See the table below:

End to End Delivery - Oldham Council				
Deliverable		Maximum Deliverables	Unit Price £	Total £
Engagement	LGS01	488	425	207,400
13 week on-programme payment	LGP01	341	340	115,940
26 week on programme payment (learner has started an accredited qualification)	LGP02	220	425	93,500
Qualification - unit accreditation (only one of either a unit or full qualification can be claimed per learner and only once)	LGQ01	16	170	2,720
Qualification - full accreditation (only one of either a unit or full qualification can be claimed per learner and only once)	LGQ02	104	578	60,112
8 weeks / 16 hr per week work experience	LGE01	29	425	12,325
Sustainable progression to a full time job, apprenticeship or self-employment	LGO01	122	850	103,700
Sustainable progression into further skills provision (at a higher level than this provision)	LGO02	164	212	34,768
				<b>630,465</b>

<b>Proposed Savings £k:</b>  <i>Through efficiency, income generation, transformation, decommissioning, etc</i>	The amended delivery proposal enables the achievement of the £75k required but minimises the delivery risk against the new ESF contract.
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<b>Further Financial Implications &amp; Considerations</b>  <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	<p>Capacity to deliver the range of proposed funded schemes needs to be considered. The delivery of the two ESF programmes will be fundamental to the forward objective of improving the Welfare to Work landscape in Oldham.</p> <p>The ESF funding will be required to bring in additional staff but initial use of existing staff will allow the achievement of the £75k.</p> <p>Oldham Lifelong Learning Service's Ofsted rating is Outstanding on current performance. Risk of transitional loss of leadership capacity to maintain high standards of delivery.</p> <p>Some future investment in the development of a longer term alternative service business model, such as the original proposal to integrate lifelong learning and get Oldham working under a single management structure, may be required to pump prime or accelerate the business case. This would be evaluated in the event that this option was revisited in future years.</p>
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<b>Economic Impact Summary</b>	
The proposal would continue to deliver the current main GoW and Lifelong Learning contracted activity.	
The benefits and Vfm analysis of GoW already demonstrate that getting just one person that is a job seeker into work provides a fiscal return of £10k, an economic return of £14k and the wider social return in terms of well-being of a further £12K per annum. The current GoW programme cost is estimated to be in the order of £1-2k per job outcome, plus the many other services delivered in the programme.	
<b>Total net FTE job losses (gains):</b> <i>(including Council, Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	
<b>Total financial loss to partners (£k)</b> <i>(including Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	None identified
<b>Type of impact on partners</b>	Not Known

## **Section 4**

<b><u>Key Milestones</u></b>	
<b>Milestone</b>	<b>Timescale</b>
Delivery plan for ESF C2 Skills for Employment	December 2015



Announcement of Working Well 2	December 2015
Contract negotiations of ESF programmes	December 2015
Delivery begins	December 2015/January 2016

<b><u>Key Risks and Mitigations</u></b>	
<b>Risk</b>	<b>Mitigating Factor</b>
Lack of senior management capacity.	Bidding for ESF funds  Reduction in support costs
Loss of local delivery capacity at a time of transition of the major employment programmes at GM and National levels	Close contact with GM and New Economy/GM Futures and Employment and Skills sub groups on the direction being taken on provision of new Work Programme and Working Well Programme.
Reduced level of business engagement and support	Communication plan to ensure current business support is managed through a transition of the service is important
Inability to retain and recruit key staff expertise during transition	Full staff engagement and feedback must be encouraged and promoted through the development of the full business case if this proposal proceeds to the next stage.

## **Section 5**

### **What impact might the proposal have on the following?**

<b><u>Property Implications</u></b> <i>ie closures, maintenance costs, transfer of Assets, property savings, etc</i>
<p>OLLS currently occupies 6 buildings.</p> <p>The Get Oldham Working team is located on Level 3 of the Civic Centre. The E&amp;S team are also competing to deliver the Working Well expansion which if successful will require additional space as the scheme will require an additional 18 staff.</p>

<b><u>Service Delivery and future expected outcomes:</u></b>
<p>Stronger joint working between Adult Skills and Employment Services creating a better service for our residents</p> <p>Longer term a new service launched towards self-funding and a more diverse and sustainable business model.</p> <p>Greater skills and employment contribution to the local economy as more external funding and income generation is secured for the benefit of Oldham residents</p>

### **Organisation (other services)**

Continued close working with the Early Help team and wider Early years and Education service is required to ensure a smooth transition and the input to areas for closer collaboration in managing the complex cases for the residents with most needs and the transition from statutory education into employment.

### **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*

Depending on the success of ESF bids the number of staff required in the medium term will increase.

### **Communities**

Communities should benefit from a coordinated approach which will support those seeking work.

Business Community will also have a single point of contact for this agenda

### **Service Users**

Young People and Adults should see no reduction in the support they receive.

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

No reduction in the service or joint working anticipated

## **Section 6**

### **Supplementary Information**

An area review of skills and training provision across the GM area has started and is due to conclude in March 2016. The focus of this is the Post 16 Education and Training agenda. Our services mainly focus on the Post 19 and adult agenda however the area review will consider the wider context and this may have implications for the services delivered in Oldham.

## 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.**

<b>Trade Union Consultation</b>	Consulted on original option when FTE reduction was envisaged
<b>Staff Consultation</b>	Not required.
<b>Public Consultation</b>	None required.
<b>Service User Consultation</b>	None required.
<b>Any other consultation</b>	No formal consultation is required.

## Section 8

### **Equality Impact Screening**

Is there <b>potential</b> for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	<b>State Yes / No against each line</b>
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](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:	Tom Stannard, Director of Enterprise and Skills
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Support Officer Contact:	Beckie Wylie Rothwell
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Support Officer Ext:	0161 770 4089
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Cabinet Member Comments and/or approval
Approved

**Please return completed form to:** [financialplanning@oldham.gov.uk](mailto:financialplanning@oldham.gov.uk)

Submitted to Finance:	7 December 2015
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**Section 10**

**Approval by Lead Cabinet Member**

Cabinet Member:	Cllr S Akhtar
Signed:	
Date:	7 December 2015

**Approval by Supporting Cabinet Members**

Cabinet Member:	
Signed:	
Date:	

Cabinet Member:	
Signed:	
Date:	

Cabinet Member:	
Signed:	
Date:	

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

### Section 1

<b>Reference:</b>	<b>D017</b>
<b>Portfolio</b>	Economy & Enterprise
<b>Directorate:</b>	Economy & Skills
<b>Division:</b>	Strategic Regeneration & Development
<b>Responsible Officer and role:</b>	Darren Jones Director of Economic Development
<b>Cabinet Member and Cluster :</b>	Cllr J Stretton Economy & Skills Cluster

<b>Title:</b>	Groundwork Grant
---------------	------------------

### Section 2

<b>2015/16 Budget for the section:</b> <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	<b>Expenditure</b>	<b>£2,539k</b>
	<b>Income</b>	<b>£(935)k</b>
	<b>Net Expenditure</b>	<b>£1,604k</b>
<b>Total posts numbers in section:</b> <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	<b>FTE</b>	<b>15.5</b>

	<b>2016/17 £k</b>	<b>2017/18 £k</b>
<b>Proposed Financial saving:</b>	<b>11</b>	<b>0</b>
<b>Proposed reduction in FTE's</b>	<b>0</b>	<b>0</b>

### Section 3

<b>Background:</b> <i>Brief description of the proposal ie: what will be different, how will changes be implemented, timescale for implementation</i>	Removal of Groundwork Trust £11K annual grant from 2016/17 financial year.
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<b>Proposed Savings £k:</b>  <i>Through efficiency, income generation, transformation, decommissioning, etc</i>	It is proposed to stop paying Groundwork Trust their annual £11K grant which is currently paid from the Strategic Regeneration & Development budget.
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<b>Further Financial Implications &amp; Considerations</b>  <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	None
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<b>Economic Impact Summary</b>	
<b>Total net FTE job losses (gains):</b> <i>(including Council, Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	No impact on Council or Unity Partnership but an impact on Groundwork Trust.
<b>Total financial loss to partners (£k)</b> <i>(including Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	£11K impact on Groundwork Trust – a 3 <sup>rd</sup> sector partner organisation.
<b>Type of impact on partners</b>	Negative

#### Section 4

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

<b>Key Risks and Mitigations</b>	
Risk	Mitigating Factor
That services of value to Oldham cease to be delivered.	Enhanced fundraising by Groundwork Trust to support services.
Risk that all Local Authorities who currently fund Groundwork Bolton, Bury, Oldham & Rochdale all cease funding from 2016/17 and that the organisation closes.	1. Initial discussions with Bolton, Bury & Rochdale Councils to ascertain budget plans. 2. Consideration of creation of GM-wide Groundwork Trust which could potentially reduce the cost base whilst still providing services.
Reputational damage to Oldham Council.	Active management of Comms & PR around all of the Authority's budget position by Comms Team.

## **Section 5**

### **What impact might the proposal have on the following?**

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

Groundwork have already decided to vacate their premises in Oldham and active uses are already under consideration for the former Higginshaw Board School premises and land.

#### **Service Delivery and future expected outcomes:**

The Trust's work falls under one of the following categories:

- Improving people's employment prospects.
- Creating better places.
- Promoting greener living and working.

It is suggested that the employment work could be managed via Get Oldham Working whilst there is likely to be a negative impact on the environmental projects currently undertaken.

#### **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**

The following are reported outputs during 2013/14 for Groundwork in Bolton, Bury, Oldham and Rochdale:

- 4,683 people 'supported'
- School attendance improved for over 150 pupils
- Learners gained 1,306 qualifications
- Helped over 930 people find employment
- Improved and maintained 132,112 m<sup>2</sup> of land
- Planted 594 trees

- Involved 38 schools in environmental and sustainable programmes
- Supported 73 businesses with training, environmental support and CSR work
- Avoided or saved 351 tons of CO<sub>2</sub> emissions

There will be a potential negative impact on this work if the £11K saving results in a disproportionate impact. As outlined above, it is recommended that there are early discussions with Rochdale, Bury and Bolton Councils to ascertain whether similar grant reductions are planned.

### **Service Users**

Service users from Oldham may be impacted by the Trust's decision to move to Rochdale which is not linked to this grant proposal.

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

The Trust will either have to reduce its activities or fund raise to cover any financial pressures.

## **Section 6**

### **Supplementary Information**

None at this stage

## **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.**

<b>Trade Union Consultation</b>	None to date
<b>Staff Consultation</b>	None to date
<b>Public Consultation</b>	None to date
<b>Service User Consultation</b>	None to date
<b>Any other consultation</b>	None to date



## **Section 8**

### **Equality Impact Screening**

Is there <b>potential</b> for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	<b>State Yes / No against each line</b>
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](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:	Darren Jones
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Support Officer Contact:	Beckie Wylie Rothwell
Support Officer Ext:	0161 770 4089


Cabinet Member Comments and/or approval
Approved

**Please return completed form to:** [financialplanning@oldham.gov.uk](mailto:financialplanning@oldham.gov.uk)

Submitted to Finance:	9 October 2015
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**Section 10**

**Approval by Lead Cabinet Member**

Cabinet Member:	Cllr J Stretton	
Signed:		
Date:	1 February 2016	

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

### Section 1

<b>Reference:</b>	<b>D018</b>
<b>Portfolio</b>	Economy & Enterprise
<b>Directorate:</b>	Economy & Skills
<b>Division:</b>	Economic Development – Strategic Regeneration & Development
<b>Responsible Officer and role:</b>	Darren Jones – Director of Economic Development
<b>Cabinet Member and Cluster :</b>	Cllr J Stretton – Economy & Skills

<b>Title:</b>	Re-align professional fees with reserves
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### Section 2

<b>2015/16 Budget for the section:</b> <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	<b>Expenditure</b>	<b>£2,539k</b>
	<b>Income</b>	<b>£(935k)</b>
	<b>Net Expenditure</b>	<b>£1,604k</b>
<b>Total posts numbers in section:</b> <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	<b>FTE</b>	<b>15.5</b>

	<b>2016/17 £k</b>	<b>2017/18 £k</b>
<b>Proposed Financial saving:</b>	<b>400</b>	<b>0</b>
<b>Proposed reduction in FTE's</b>	<b>0</b>	<b>0</b>

### Section 3

<p><b><u>Background:</u></b></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 make a saving of £400k from the professional fees in the base budget and Regeneration will use reserves for the next 3 years.</p> <p>Regeneration have an unallocated budget which is used for feasibility studies on projects. The spend tends to be for consultants reviewing initial costings of schemes and other specialist costs such as legal fees. Previously we have paid for design fees on Hotel Future, marketing for schemes, project manager costs, surveys etc.</p>
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	<p>There will be no impact on staffing and project feasibility costs will be taken from the reserves rather than the base budget.</p> <p>The reserves to be used will be identified in due course.</p>
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<p><b>Proposed Savings £k:</b></p> <p><i>Through efficiency, income generation, transformation, decommissioning, etc</i></p>	<p><b>£400k</b></p>
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<p><b>Further Financial Implications &amp; Considerations</b></p> <p><i>ie Capital implications or invest to save, pump priming etc , variations to budget</i></p>	<p>Project Feasibility Costs will be taken from the reserves.</p>
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Economic Impact Summary	
<p><b>Total net FTE job losses (gains):</b> <i>(including Council, Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i></p>	<p><b>0</b></p>
<p><b>Total financial loss to partners (£k)</b> <i>(including Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i></p>	<p><b>N/A</b></p>
<p><b>Type of impact on partners</b></p>	<p><b>Negative</b></p>

**Section 4**

Key Milestones	
Milestone	Timescale
<p><b>Mandatory – Completion of EIA &amp; Consultation within PVFM timeline</b></p>	<p>January 2016</p>

Key Risks and Mitigations	
Risk	Mitigating Factor

## **Section 5**

### **What impact might the proposal have on the following?**

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

No Property Implications.

### **Service Delivery and future expected outcomes:**

Service delivery should continue as business as usual as the funds will be taken from the reserves.

### **Organisation (other services)**

N/a

### **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 should be no impact on the workforce as there is no change to the delivery, headcount, skills or posts affected.

### **Communities**

There will be no effect to the community as the funds for regeneration will be taken from the reserve budget.

### **Service Users**

No affect to service users.

### **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.**

<b>Trade Union Consultation</b>	<b>N/A</b>
<b>Staff Consultation</b>	<b>N/A</b>
<b>Public Consultation</b>	<b>N/A</b>
<b>Service User Consultation</b>	<b>N/A</b>
<b>Any other consultation</b>	<b>N/A</b>

## Section 8

### Equality Impact Screening

Is there <b>potential</b> for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	<b>State Yes / No against each line</b>
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](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:	Darren Jones
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Support Officer Contact:	Beckie Wylie
Support Officer Ext:	0161 770 4089


Cabinet Member Comments and/or approval	
Approved	

**Please return completed form to:** [financialplanning@oldham.gov.uk](mailto:financialplanning@oldham.gov.uk)

Submitted to Finance:	19 August 2015
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### **Section 10**

#### **Approval by Lead Cabinet Member**

Cabinet Member:	Cllr J Stretton	
Signed:		
Date:	1 February 2016	

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

### Section 1

<b>Reference:</b>	<b>D019</b>
<b>Portfolio</b>	Economy and Skills
<b>Directorate:</b>	Economy and Skills
<b>Division:</b>	Various
<b>Responsible Officer and role:</b>	Elaine McLean Executive Director for Economy and Skills
<b>Cabinet Member and Cluster :</b>	Councillor J Stretton / Councilor Eddie Moores / Councillor Shoab Akhtar Economy and Skills

<b>Title:</b>	Economy and Skills supplies and services budget realignment
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### Section 2

<b>2015/16 Budget for the section:</b> <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	<b>Expenditure</b>	<b>£96,791k</b>
	<b>Income</b>	<b>£71,762k</b>
	<b>Net Expenditure</b>	<b>£25,028k</b>
<b>Total posts numbers in section:</b> <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	<b>FTE</b>	<b>N/A</b>

	<b>2016/17 £k</b>	<b>2017/18 £k</b>
<b>Proposed Financial saving:</b>	<b>292</b>	<b>0</b>
<b>Proposed reduction in FTE's</b>	<b>0</b>	<b>0</b>

### Section 3

<b><u>Background:</u></b>  <i>Brief description of the proposal ie: what will be different, how will changes be implemented, timescale for implementation</i>	<p>The cluster is looking to address the budget reduction targets by realigning the supplies and services budgets.</p> <p>The budget reduction will be taken from 1 April 2016.</p>
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<b><u>Proposed Savings £k:</u></b>  <i>Through efficiency, income generation, transformation, decommissioning, etc</i>	<p>The total saving to be achieved is £292,360 from the supplies and services budgets across the three directorate areas within the cluster.</p> <p>Some budgets will have a 5% reduction whilst others will be removed and spend within the department will be realigned to adjust for the reduction.</p> <p>In summary, the saving is 1% of the total net budget.</p>
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<b><u>Further Financial Implications &amp; Considerations</u></b>  <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	None
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<b>Economic Impact Summary</b>	
<b>Total net FTE job losses (gains):</b> <i>(including Council, Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	0
<b>Total financial loss to partners (£k)</b> <i>(including Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	£292k as expenditure is being reduced.
<b>Type of impact on partners</b>	<b>Neutral or marginal</b>

#### **Section 4**

<b><u>Key Milestones</u></b>	
<b>Milestone</b>	<b>Timescale</b>
<u>Mandatory – Completion of EIA &amp; Consultation within PVFM timeline</u>	January 2016

<b><u>Key Risks and Mitigations</u></b>	
<b>Risk</b>	<b>Mitigating Factor</b>

## **Section 5**

### **What impact might the proposal have on the following?**

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

None, savings are made to bought in supplies and services budgets.

#### **Service Delivery and future expected outcomes:**

Minimal impact

#### **Organisation (other services)**

N/A

#### **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 impact will be minimal on employees.

#### **Communities**

N/A

#### **Service Users**

N/A

**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.**

<b>Trade Union Consultation</b>	N/A
<b>Staff Consultation</b>	Staff consulted as part of the mandatory process
<b>Public Consultation</b>	N/A
<b>Service User Consultation</b>	N/A
<b>Any other consultation</b>	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:

	<b>State Yes / No against each line</b>
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](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:	Elaine McLean
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Support Officer Contact:	Beckie Wylie Rothwell
Support Officer Ext:	4089


Cabinet Member Comments and/or approval
Approved

Please return completed form to: [financialplanning@oldham.gov.uk](mailto:financialplanning@oldham.gov.uk)

Submitted to Finance:	9 October 2015
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### **Section 10**

#### **Approval by Lead Cabinet Member**

Cabinet Member:	Cllr S Akhtar
Signed:	
Date:	9 October 2015

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

### Section 1

<b>Reference:</b>	<b>A005</b>
<b>Portfolio</b>	<b>Chief Executives</b>
<b>Directorate:</b>	<b>Chief Executives</b>
<b>Division:</b>	<b>Chief Executives</b>
<b>Responsible Officer and role:</b>	<b>Carolyn Wilkins Chief Executive</b>
<b>Cabinet Member and Cluster :</b>	<b>Councillor J Stretton</b>

<b>Title:</b>	<b>Review of the Council's Operating Structure and Chief Executives Budgets</b>
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### Section 2

<b>2015/16 Budget for the section:</b> <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	<b>Expenditure</b>	<b>£1,123k</b>
	<b>Income</b>	<b>(£1,123k)</b>
	<b>Net Expenditure</b>	<b>0</b>
<b>Total posts numbers in section:</b> <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	<b>FTE</b>	<b>6</b>

	<b>2016/17 £k</b>	<b>2017/18 £k</b>
<b>Proposed Financial saving:</b>	<b>300</b>	<b>0</b>
<b>Proposed reduction in FTE's</b>	<b>2</b>	<b>0</b>

### Section 3

<b>Background:</b>  <i>Brief description of the proposal ie: what will be different, how will changes be implemented, timescale for implementation</i>	A review of the Council's operational structure has been completed. It is proposed that this, together with a review of all budgets under the control of the Chief Executive, will result in a £300k saving, reducing the management structure by 2 FTE
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<b><u>Proposed Savings £k:</u></b>  <i>Through efficiency, income generation, transformation, decommissioning, etc</i>	£300k
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<b><u>Further Financial Implications &amp; Considerations</u></b>  <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	None.
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<b>Economic Impact Summary</b>	
<b>Total net FTE job losses (gains):</b> <i>(including Council, Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	<b>2</b>
<b>Total financial loss to partners (£k)</b> <i>(including Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	<b>£0k</b>
<b>Type of impact on partners</b>	<b>Neutral or marginal</b>

#### **Section 4**

<b><u>Key Milestones</u></b>	
<b>Milestone</b>	<b>Timescale</b>
Completion of the review of Council's operational structure and budgets under the control of the Chief Executive.	31 December 2015
Mandatory – Completion of EIA & Consultation within PVFM timeline	21 January 2016

<b><u>Key Risks and Mitigations</u></b>	
<b>Risk</b>	<b>Mitigating Factor</b>
Failure to identify sufficient savings arising from the review	A thorough analysis of all budgets has enabled sufficient efficiencies to be 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**

None

## Section 7

<b>Consultation Information –</b>	
<i>This should include as a minimum the following:</i>	
<ul style="list-style-type: none"> <li>• What has been consulted on so far? With whom and when?</li> <li>• Further consultation required?</li> <li>• Date consultation to be started and concluded</li> </ul>	
<b>NB – All public consultations must be completed prior to approval by Cabinet/Council.</b>	
<b>Trade Union Consultation</b>	Consultation has been incorporated within the agreed timetable for Trades Union consultation
<b>Staff Consultation</b>	Consultation has been incorporated within the agreed timetable for staff consultation
<b>Public Consultation</b>	It is not considered that specific public consultation will be required
<b>Service User Consultation</b>	It is not considered that specific service user consultation will be required
<b>Any other consultation</b>	It is not considered that any other specific consultation will be required

## Section 8

### Equality Impact Screening

Is there <b>potential</b> for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	<b>State Yes / No against each line</b>
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](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:	Carolyn Wilkins
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Support Officer Contact:	Heather Moore
Support Officer Ext:	X1975


Cabinet Member Comments and/or approval
Approved

**Please return completed form to:** [financialplanning@oldham.gov.uk](mailto:financialplanning@oldham.gov.uk)

Submitted to Finance:	1 February 2016
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**Section 10**

**Approval by Lead Cabinet Member**

Cabinet Member:	Cllr J Stretton
Signed:	
Date:	1 February 2016

**Approval by Supporting Cabinet Members**

Cabinet Member:	
Signed:	
Date:	

Cabinet Member:	
Signed:	
Date:	

Cabinet Member:	
Signed:	
Date:	

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

### Section 1

<b>Reference:</b>	<b>C015</b>
<b>Portfolio</b>	<b>Corporate and Commercial Services</b>
<b>Directorate:</b>	<b>Corporate and Commercial Services</b>
<b>Division:</b>	<b>Corporate Expenses</b>
<b>Responsible Officer and role:</b>	<b>Anne Ryans - Director of Finance</b>
<b>Cabinet Member and Cluster :</b>	<b>Cllr J Stretton – Leader of the Council</b>

<b>Title:</b>	<b>Revenue Priorities Budget</b>
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### Section 2

<b>2015/16 Budget for the section:</b> <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	<b>Expenditure</b>	<b>£1,475k</b>
	<b>Income</b>	<b>0</b>
	<b>Net Expenditure</b>	<b>£1,475k</b>
<b>Total posts numbers in section:</b> <i>(By Portfolio/Directorate/Division delete as appropriate):</i>	<b>FTE</b>	<b>0</b>

	<b>2016/17 £k</b>	<b>2017/18 £k</b>
<b>Proposed Financial saving:</b>	<b>1,200</b>	<b>0</b>
<b>Proposed reduction in FTE's</b>	<b>0</b>	<b>0</b>

### Section 3

<b><u>Background:</u></b>  <i>Brief description of the proposal ie: what will be different, how will changes be implemented, timescale for implementation</i>	The 2015/16 budget setting process provided resources of £1.475m to fund the Council's ongoing revenue priorities. Following a review of commitments, it is proposed that £1.2m can be offered as a budget reduction. The £1.2m has been used to support one off initiatives.
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<b><u>Proposed Savings £k:</u></b>  <i>Through efficiency, income generation, transformation, decommissioning, etc</i>	£1,200k
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<b><u>Further Financial Implications &amp; Considerations</u></b>  <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	None.
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<b>Economic Impact Summary</b>	
<b>Total net FTE job losses (gains):</b> <i>(including Council, Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	<b>0</b>
<b>Total financial loss to partners (£k)</b> <i>(including Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	<b>£0k</b>
<b>Type of impact on partners</b>	<b>Neutral or marginal</b>

#### **Section 4**

<b><u>Key Milestones</u></b>	
<b>Milestone</b>	<b>Timescale</b>
Review of the Revenue Priorities Budget	30 November 2015
Mandatory – Completion of EIA & Consultation within PVFM timeline	21 January 2016

<b><u>Key Risks and Mitigations</u></b>	
<b>Risk</b>	<b>Mitigating Factor</b>
None	There are no on-going commitments arising from the deployment of this resource

## **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.

<b>Service Users</b>
None.

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

**Section 6**

<b>Supplementary Information</b>
None

**Section 7**

<b>Consultation Information –</b>	
<i>This should include as a minimum the following:</i>	
<ul style="list-style-type: none"> <li>• <i>What has been consulted on so far? With whom and when?</i></li> <li>• <i>Further consultation required?</i></li> <li>• <i>Date consultation to be started and concluded</i></li> </ul>	
<b>NB – All public consultations must be completed prior to approval by Cabinet/Council.</b>	
<b>Trade Union Consultation</b>	None Required
<b>Staff Consultation</b>	None Required
<b>Public Consultation</b>	None Required
<b>Service User Consultation</b>	None Required
<b>Any other Consultation</b>	None Required

## **Section 8**

### **Equality Impact Screening**

Is there <b>potential</b> for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	<b>State Yes / No against each line</b>
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](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:	Anne Ryans
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Support Officer Contact:	Shena Cuming
Support Officer Ext:	0161 770 1021


Cabinet Member Comments and/or approval
Approved

**Please return completed form to:** [financialplanning@oldham.gov.uk](mailto:financialplanning@oldham.gov.uk)

Submitted to Finance:	1 February 2016
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**Section 10**

**Approval by Lead Cabinet Member**

Cabinet Member:	Cllr J Stretton	
Signed:		
Date:	1 February 2016	

**Approval by Supporting Cabinet Members**

Cabinet Member:	
Signed:	
Date:	

Cabinet Member:	
Signed:	
Date:	

Cabinet Member:	
Signed:	
Date:	

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

### Section 1

<b>Reference:</b>	<b>B003b</b>
<b>Portfolio</b>	<b>Co-operatives and Neighbourhoods</b>
<b>Directorate:</b>	<b>Co-operatives and Neighbourhoods</b>
<b>Division:</b>	<b>Environmental Services</b>
<b>Responsible Officer and role:</b>	<b>Carol Brown - Director of Environmental Services</b>
<b>Cabinet Member and Cluster :</b>	<b>Cllr B Brownridge – Neighbourhoods and Co-operatives</b>

<b>Title:</b>	Public Protection- The proposal relates to the Neighbourhood Enforcement team within the Environmental Health section of Public Protection
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### Section 2

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

	<b>2016/17 £k</b>	<b>2017/18 £k</b>
<b>Proposed Financial saving:</b>	<b>80</b>	<b>0</b>
<b>Proposed reduction in FTE's</b>	<b>3</b>	<b>0</b>

### Section 3

<b><u>Background:</u></b>  <i>Brief description of the proposal ie: what will be different, how will changes be implemented, timescale for implementation</i>	<p>It is proposed to remove from the structure 3 occupied Enforcement officer posts.</p> <p>The proposal of removing 3 FTE Enforcement officers will reduce the capacity of officers in the team from 11.8 FTE to 8.8 FTE. This is a reduction of 25% and therefore work priorities will be renegotiated in full consultation with Councillors and other partners departments and agencies.</p>
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<b>Proposed Savings £k:</b>  <i>Through efficiency, income generation, transformation, decommissioning, etc</i>	3 x Enforcement Officer @ £27,380 ( inc. on costs)  Saving <b>£82,140</b> (inc. oncosts) Reduction in resultant income target - <b>£2,000</b>  Saving <b>£80,140</b>
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<b>Further Financial Implications &amp; Considerations</b>  <i>ie Capital implications or invest to save, pump priming etc , variations to budget</i>	None
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Economic Impact Summary	
<b>Total net FTE job losses (gains):</b> <i>(including Council, Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	0
<b>Total financial loss to partners (£k)</b> <i>(including Unity partnership, 3<sup>rd</sup> sector, other partners, private sector)</i>	0
<b>Type of impact on partners</b>	Neutral or marginal

#### Section 4

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

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

#### Section 5

##### What impact might the proposal have on the following?

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

### **Service Delivery and future expected outcomes:**

The proposed reduction in Enforcement officers will impact on the teams priorities however enforcement will continue to ensure people are held to account for littering and fly tipping where evidence allows. It is hoped that the impact of this year's enforcement work will encourage residents to do their bit and look after their neighbourhood whilst still retaining 9 officers to continue to respond to complaints and deliver a proactive service delivering the enforcement element of the 'changing behaviour' programme.

### **Organisation (other services)**

There will be limited impact on other areas of the Council however we would require:

- 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**

It is anticipated that there will be an emerging extra workload for officers relating to enforcement in privately rented properties especially based within the selective licensing areas. If serious disrepair issues are discovered during the condition audits this work will be taken on by the Environmental Health Officers. This extra work, depending on the emerging volume will also impact on caseloads for individual officers and response times for the team.

### **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.**

<b>Trade Union Consultation</b>	15 September 2015 to 30 October 2015
<b>Staff Consultation</b>	15 September 2015 to 30 October 2015
<b>Public Consultation</b>	N/A
<b>Service User Consultation</b>	N/A
<b>Any other consultation</b>	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:

	<b>State Yes / No against each line</b>
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](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:	Beckie Wylie
Support Officer Ext:	0161 770 4089


Cabinet Member Comments and/or approval	
Approved	

**Please return completed form to:** [financialplanning@oldham.gov.uk](mailto: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