

Report to Council

**Revenue Budget 2019/20 and Medium Term
Financial Strategy 2019/20 to 2023/24**

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Reason for Decision

This report presents to Council the forecast budget gap and the Administration's budget proposals for 2019/20 together with forecast budget gap estimates for the period 2020/21 to 2023/24 having regard to the Provisional Local Government Finance Settlement published on 13 December 2018 and subsequent Final Local Government Finance Settlement published on 29 January 2019.

Executive Summary

This report sets out proposals for the Council's Revenue Budget for 2019/20 and Medium Term Financial Strategy for 2019/20 to 2023/24. The report advises Members of the key financial challenges and issues which will be faced by the Council over the forecast period and sets out the Administration's revenue budget proposals for 2019/20 together with updated budget gap estimates for the period 2020/21 to 2023/24.

The report presents the national and regional policy landscape within which the Council operates. It summarises:

- The UK's economic outlook published alongside the Chancellor's Autumn Budget Statement;
- Key aspects of the Local Government finance system including developments surrounding the Government's Fair Funding review and Business Rates retention reform including the Greater Manchester 100% Rates Retention Pilot Scheme together with information on the pooling of Business Rates for 2019/20;
- National and Regional policies affecting Local Government including Public Sector Pay awards and the National Living Wage, Health and Social Care Devolution, Better Care Fund, Winter Pressures and Social Care Support Grants, Opportunity Area Funding, Homelessness, Adult Education Funding and the GM Spatial Framework; and
- Local strategies and policies relevant to the Medium Term Financial Strategy including the Oldham Plan and Corporate Plan, Capital and Treasury Management Strategies as well as a range of other strategies covering, for example income generation, property, procurement and housing.

The report also highlights policy announcements and implications arising from the Chancellor's Autumn Budget Statement delivered on 29 October 2018, the Provisional Local Government Finance Settlement (PLGFS) published on 13 December 2018 and the Final Local Government Finance Settlement published on 29 January 2019.

The Settlement and associated announcements confirmed one-off grants announced in the Autumn Budget (Winter Pressures Grant of £1.122m and Social Care Support Grant of £1.917m). No specific additional funding was provided to address rising concerns in relation to ongoing funding for statutory Children's Social Care services, although the Council will use the Social Care grant to support the increased spending requirement in this area. The settlement also included £0.013m more grant resources than had been anticipated in the initial budget projections and a £0.978m share of a £180m surplus on the National Rates Levy Account which will be paid in 2018/19 but used to support the 2019/20 budget.

This additional funding has made a contribution towards reducing the Council's budget reduction requirement for 2019/20. However, when looking at the resources available for future years, baseline funding levels and associated top up grant payments are assumed to continue to fall in line with reductions over recent years, leading to challenging targets for 2020/21 and future years.

The Settlement confirmed referendum limits for general Council Tax increases. The Government will permit rises of 3% per annum for 2019/20 and the Police element of the Mayoral precept can be increased by up to £24 for 2019/20 without triggering a referendum. In addition there is no limit on changes to the Mayoral General Precept (which includes Fire and Rescue Services). The proposed 2019/20 budget reflects a continuation of Oldham

Council Tax policy which allows for a 1.99% general Council Tax increase, which is clearly below the maximum available.

The Government also announced no change to the arrangements for the charging of the Adult Social Care Precept allowing up to a 6% increase in Council Tax (ringfenced for use for Adult Social Care) over the three year period 2017/18 to 2019/20. In line with previously approved policy, the Council will charge a precept of 2% in 2019/20.

The Council's total Council Tax increase for 2019/20 is proposed at 3.99% which is below the referendum limit of 5%.

Three consultation papers were published alongside the 2019/20 Settlement. The consultations were in regard to:

- the 2019/20 Provisional Settlement
- reform of the Business Rates Retention system
- a review of Local Authorities' relative needs and resources.

Oldham Council has responded to all consultations in line with the required deadlines.

The starting point for preparing the 2019/20 revenue budget estimates is the Month 8 2018/19 revenue budget forecast outturn position which was approved by Cabinet on 11 February 2019 and summarised in Section 6.

Section 7 of the report details key budget adjustments and expenditure pressures underpinning the forecasts that provide the backdrop for the Council's Medium Term Financial Strategy. Key adjustments include:

- £8.031m for Adult Social Care to cover the passporting of Adult Social Care Precept revenues, Improved Better Care Fund (iBCF) grant and the 2019/20 Winter Pressures Grant;
- £4.611m for demand pressures in Children's Social Care;
- Pay Inflation of £1.884m following a national review of Local Government pay spines;
- £0.878m Contractual Inflation for non-controllable services and contracts;
- £0.750m to provide a continuation of commissioned Early Help services for 2019/20 (after a Dedicated Schools Grant contribution of £0.350m approved by Schools Forum on 17 January 2019); and
- £1.534m for issues identified through the Council's rigorous budget monitoring processes, together with new business developments.

The report also reflects the latest available forecasts for Government Grant income and locally generated income from Retained Business Rates and Council Tax.

Based on the latest estimates, the budget reduction requirement for 2019/20 has increased from the previously reported figure of £17.986m to £21.916m. This increase is due to a range of changes to the estimates which are set out in detail in Section 11 of the report.

Section 12 of the report details the Administration's budget reduction proposals. There are a total of 35 proposals delivering savings of £7.829m in 2019/20. If approved in full, these proposals further reduce the budget reduction requirement to £14.087m for 2019/20.

In order to remove the requirement for further spending reductions, the 2019/20 budget will be part financed by using the opportunities provided by the ability to use Capital Receipts to

support spending on transformational projects up to a value of £3.000m and from an available Collection Fund Surplus of £2.269m. Section 13 explains the approach to balancing the 2019/20 budget by using a number of specific and corporate reserves as follows:

- £0.250m of reserves approved as part of the budget setting process in 2016/17;
- £1.825m of returned resources from the GMCA in relation to a surplus arising from the 100% Business Rates Pilot scheme;
- £0.978m arising from the payment in 2018/19 relating to the National Business Rates Levy Account;
- £0.500m from gains made from the 2017/18 100% Rates Retention Pilot;
- £1.218m from gains anticipated from the 2018/19 100% Rates Retention Pilot;
- £0.157m from the Waste Smoothing Reserve to reflect the increased 2019/20 GMCA Levy – Waste Disposal element; and
- £3.890m from Corporate Reserves.

Approval of the proposals set out in this report in full by Budget Council would deliver a balanced revenue budget for 2019/20. The budget reduction requirement for subsequent years is forecast to be £22.871m for 2020/21, £10.889m for 2021/22, £6.859m for 2022/23 and £4.160m for 2023/24.

It is important to note that as the Government has only provided grant funding notifications for 2019/20, the MTFs estimates for 2020/21 to 2023/24 are based on the best information currently available and therefore must be considered indicative at this stage. This leaves significant uncertainty and it hinders effective planning by the Council both financially and operationally as future Government funding intentions are difficult to assess. This position and the actions that the Council plans to take forward the MTFs are outlined in Section 19 of the report.

Other key sections in the report summarise the forecast reserves and balances position supporting the Council's financial resilience, set out the Administration's proposals in relation to Fees and Charges and detail the Council's Pay Policy Statement (as required by sections 38 to 43 of the Localism Act 2011).

The presentation to Council for approval of the Revenue Budget 2019/20 and Medium Term Financial Strategy 2019/20 to 2023/24 is the final stage of the budget process. The information the report contains has already been subject to detailed scrutiny, review and consultation where appropriate.

On 24 January 2019, the Overview and Scrutiny Performance and Value for Money Select Committee (PVFM), scrutinised the 2019/20 Revenue Budget report and the Select Committee was content to commend the report to Cabinet without additional comment. At its meeting on 11 February 2019 Cabinet accepted the recommendations of the PVFM Select Committee and were content to commend the 2019/20 Revenue Budget report to Council.

A further meeting of the PVFM Select Committee took place on 5 February 2019 to consider budget amendments put forward by the main Opposition Party. Whilst the PVFM Select Committee did not accept the budget amendments it did recommend two actions for inclusion within the 2020/21 budget setting process. Cabinet was content to make such recommendations to Council and information in this regard is included at paragraph 19.35 of this report.

Recommendations

That Council approves:

- 1 The national and regional policy landscape determining the context in which the Council is setting its revenue budget for 2019/20 and Medium Term Financial Strategy to 2023/24;
- 2 The impact of Oldham Council Policies and Strategies on the Council's budget setting process and the development of its Medium Term Financial Strategy;
- 3 The financial forecasts for 2019/20 to 2023/24 having regard to the Local Government Finance Settlement and associated funding announcements;
- 4 The key issues to be addressed in continuing to respond to the financial challenges facing the Council;
- 5 The 2019/20 Budget Reduction Proposals at a value of £7.829m;
- 6 The proposed use of £4.928m of reserves for specific purposes and £3.890m of corporate reserves to balance the 2019/20 budget;
- 7 The proposed fees and charges schedule included at Appendix 4;
- 8 The pay policy statement included at Appendix 5;
- 9 A proposed Council Tax increase of 3.99% for Oldham Council services resulting in the Band D charges set out at paragraph 17.3 and Table 22 of the report and in detail at Appendix 9;
- 10 A proposed increase to the empty property premium from 50% to the maximum 100% allowed from 1 April 2019;
- 11 The proposal to draw on the Collection Fund for major preceptors of £107.695m for Borough Wide services of which £92.090m is for Council services;
- 12 The proposed expenditure budget for 2019/20 for the Council of £224.112m; and
- 13 Revised estimated budget reduction targets of £22.871m for 2020/21, £10.889m for 2021/22, £6.859m for 2022/23 and £4.160m for 2023/24.

Revenue Budget 2019/20 and Medium Term Financial Strategy 2019/20 to 2023/24**1 Background**

- 1.1 Each year, the Council has to identify what it needs to spend on Council services for the following year as part of the budget setting process. This process also involves the identification of provisional spending plans for future financial years. This ensures the Council's future spending plans are balanced against the expected funding from Government, Council Tax payers and Business Rates payers. These plans form part of the Council's Medium Term Financial Strategy (MTFS). This report advises Members of the current financial position having regard to the national and regional policy landscape and following publication of the Provisional and Final Local Government Finance Settlements (LGFS) on 13 December 2018 and 29 January 2019, associated funding announcements and the Administration's proposals for balancing the 2019/20 budget, including Council Tax intentions.
- 1.2 The MTFS is designed to build on the work and achievements of previous years and to help meet the challenges of the future. It is one of the key strategic plans of the Council. The strategy sets out the Council's proposed revenue spending plans for 2019/20 and the four years to 2023/24 and the key factors which will influence the financial forecasts.
- 1.3 At the same time as considering the financial challenges facing the Council it is important to consider the Council's commitment to the co-operative way of working. Based on a set of values and the principle of enabling and motivating everyone to "do their bit", this shapes and influences the policy direction of the Council and its response to the financial challenges.
- 1.4 As an organisation, a co-operative approach provides the opportunity to find positive and sustainable solutions to the on-going financial challenges being faced. Oldham has a values driven approach which underpins the way it does business. The Council believes in the importance of fairness and responsibility. In practice, that means maximising the positive social, economic and environmental impact that can be achieved through everything we do as set out in the Council's values. From procurement practices to the pay policy, the Council is using its influence as a commissioner, service provider, facilitator and employer to deliver that added social value.
- 1.5 Additionally, Council services continue to be re-designed and innovative, alternative commissioning models developed. This is to ensure that all our services, whether delivered in-house or with partners, strive for excellence and provide value for public money, getting the maximum impact for Oldham and its people for every pound spent. This change process also responds to the financial challenges being faced and assists the Council in adapting to local demands, national and local political priorities, regional (especially in regard to health and social care integration) and technological developments.
- 1.6 Since becoming a Co-operative Council in 2011 the Council has made fundamental changes in how it works with residents, businesses and partners.
- 1.7 This involves recognising shared challenges and agreeing mutual ambitions and all partners working together to identify what each can contribute to obtaining better results. In this way it means that everyone does their bit and everyone benefits.
- 1.8 The Oldham delivery model is based around three fundamental shifts which work together to deliver the ambitions of the Oldham Plan. These are: Inclusive Economy, Thriving Communities and Co-operative Services.

1.9 In considering these shifts it is important to have regard to the following information:

Inclusive Economy: The Council wants Oldham to be a place where everyone has a fair and real chance to improve their own lives.

- Oldham is currently home to around 6,240 businesses spanning a range of key sectors including health, advanced manufacturing, construction, retail and financial and professional services.
- Oldham has improving educational attainment. More than 43 per cent of the population have a degree, diploma, A/AS level or apprenticeship.
- The borough offers a wide variety of school types from small rural settings to large urban schools. It has high-quality buildings with many new or recently-built facilities following a £137 million investment, with more to come.
- The arrival of Metrolink has significantly improved transport connectivity within the borough. It has increased the appeal of Oldham to skilled and higher-earning commuters and has linked residents in many areas historically poorly-served by public transport with employment, retail and leisure destinations throughout the conurbation.
- The Get Oldham Working (GOW) scheme has helped create almost 9,200 work-related opportunities - including more than 6,250 jobs, 1,300 apprenticeships, 320 traineeships and more than 1,250 work experience placements.

Thriving Communities: The Council wants local people and communities to be healthy, happy and able to make positive choices as well as offering and accessing support when needed.

- Oldham has a population of more than 230,000. The total population within a 30-minute drive time is 2.7 million.
- Around a quarter of the borough is within the Peak District National Park.
- Oldham's 32 parks include Alexandra Park, a 78-acre green space with Grade II status from English Heritage and – alongside Dunwood Park in Shaw – holds a prestigious Green Flag Award for international-standard facilities and conservation.
- For shopping, Spindles Town Square offers a range of High Street retailers and the Tommyfield Market (which is one of several across the borough) consists of an indoor and part-time outdoor market and adjacent units which have more than 115 businesses.

Co-operative Services: The Council aims to have the best public services in Greater Manchester that work together to improve ways of living for our residents.

- Oldham Council has a strong voice in Greater Manchester for Inclusive Growth and is developing key employment sites for new jobs and investment.
- The Council's aim is to ensure all our young people are school ready, work ready and life ready and that all education performance indicators are at or above the national average by 2020. The Council is delivering these ambitions through the Oldham Education and Skills Commission.
- Building an integrated health and care system with partners to support healthy choices and challenge inequalities – backed up by outstanding leisure centres and sporting opportunities for all.
- Supporting new high-quality and aspirational housing to broaden choice alongside our affordable homes.
- The Council is committed to protecting the environment through schemes that are empowering communities to improve where they live and encouraging investment in clean power and jobs as the Council delivers new facilities across our borough.

1.10 Together these objectives and ambitions reflect the on-going commitment to ensuring the Council and its partners work with the residents of Oldham to bring about positive change and provide strong leadership for a co-operative borough.

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- 1.11 Working towards achieving its corporate objectives and in spite of the significant budget reduction targets, the Council has prioritised and invested in physical and social regeneration. As a consequence, there have been some significant positive outcomes in the borough despite the challenging times.
- 1.12 The Council continues to develop an exciting portfolio of opportunities demonstrating Oldham is open for business by using its own resources to attract and secure significant additional investment in the borough's amenities and, by working with partners, encourages economic development whilst increasing employment opportunities for the residents of Oldham.
- 1.13 Some of the highlights of 2018/19 include:
- In September 2018 the Council re-opened the doors of the newly-refurbished Link Centre. The building now provides accommodation for a range of groups and services that support those most in need with ground floor, accessible meeting spaces as well as housing a range of health and social care services.
 - The Council launched the corporate and political Voice of the Child priority in 2018, to improve the way the Council listens to and acts upon the 'voice' of all children and young people to better shape and improve services.
 - Oldham Council is one of five Local Authorities in the North West to pilot the Department for Education's National Assessment and Accreditation System (NAAS). The NAAS allows social workers to demonstrate expertise against a nationally recognised standard and it will ensure vulnerable children receive the expert, high quality support and protection they deserve.
 - Investment into Oldham schools is improving the emotional and mental wellbeing of children and young people. Capitalising on the Department for Education choosing Oldham as one of the 12 Opportunity Areas (OA) it is receiving a total investment of around £72 million to boost opportunities, learning and social mobility.
 - Through the 'Big Conversation' the Council engaged with over 200,000 residents face to face and digitally about the improvements being made to health and social care services.
 - More than 1,000 people have engaged with the Fit for Oldham programme. In addition Oldham has also received almost £0.700m to help make it easier for people in communities to access sport and physical activity by encouraging collaboration between a wide range of local organisations.
 - In July 2018 the Council launched 'The Big Green Survey', Oldham's biggest ever environmental survey of residents, designed to give residents their say on key green issues such as wildlife, parks, food growing, clean energy and air quality.
 - In December 2018, Cabinet approved a strategy to work towards becoming a single-use plastic free Council promoting the use of non-plastic recyclable alternatives.
 - The Council won the 2018 Best City award for Bloom and Grow, the ninth year in succession that it has won this award.
 - Oldham Libraries were shortlisted for best 'Heritage, Museum, Library and Education Partnership Award' for their project 'Brought to Book', funded by the Heritage Lottery Fund. This project was delivered in partnership with Oldham Local Studies and Archives, Oldham Coliseum Theatre, Leeds University and Holy Cross Primary School.
 - The Oldham Lifelong Learning Service (OLLS) service enrolls around 4,200 learners each year and has an overall qualification achievement rate of 95.5%, with 98% of learners saying they are likely to recommend it. OLLS was graded as Outstanding in its last Ofsted report.
- 1.14 A number of key stakeholders are integral to supporting the Council in providing services and delivering successes. The Council has regard to the various agencies and organisations and the linkages they have to the Council's financial planning process and also the impact of the financial planning process on these key stakeholders.
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Consideration of the 2019/20 Revenue Budget:

- 1.15 The presentation of the Revenue Budget 2019/20 and Medium Term Financial Strategy 2019/20 to 2023/24 (budget report) to Council for approval is the final stage of the 2019/20 budget process. The information contained in the report has already been subject to detailed scrutiny, review and consultation where appropriate.
- 1.16 On 24 January 2019, the Overview and Scrutiny Performance and Value for Money Select Committee (PVFM), scrutinised the budget report and the Select Committee was content to commend the report to Cabinet without additional comment.
- 1.17 At its meeting on 11 February 2019 Cabinet accepted the recommendations of the PVFM Select Committee and were content to commend the budget report to Council.
- 1.18 It should be noted that a further meeting of the PVFM Select Committee took place on 5 February 2019 to consider the budget amendments put forward by the main Opposition Party. Whilst the PVFM Select Committee did not accept the budget amendments it did recommend two actions for inclusion within the 2020/21 budget setting process. Cabinet was content to make such recommendations to Council and information in this regard is included at paragraph 19.35 of this report.

2 Medium Term Financial Strategy (MTFS)

- 2.1 The purpose of the MTFS is:

“To identify how the Council wishes to structure and manage available resources over the medium term (five years) and to ensure that resource allocation is aligned with and supports Council priorities and objectives contained within the Corporate Plan.”

- 2.2 The MTFS is an assessment of the Council's current financial position and a determination of the financial position the Council wishes to be in over the medium term. This report has been prepared over a five year timeframe 2019/20 to 2023/24 to align with the Capital Programme and the Housing Revenue Account (HRA). However, given the uncertainty around future funding streams as outlined later in the report, it concentrates in detail on the financial position for 2019/20 and 2020/21.
- 2.3 This MTFS enables the Council to plan how it can secure the delivery of essential public services, but also makes sure it is in a sustainable position to do so over the medium term and beyond.
- 2.4 The MTFS considers:
- Relevant international, national and regional influences on Oldham Council.
 - Local factors which influence policy within the Council including the Administration's priorities of regenerating the borough and creating jobs.
 - The impact of Government policy and associated announcements.
 - Key Council policy initiatives.
- 2.5 This remains a challenging time for Local Government with uncertainty around the future funding for the sector. The Oldham Efficiency Plan which the Council agreed with Government in 2016 gives a minimum funding guarantee only until the end of 2019/20.
- 2.6 The Government has yet to give a clear indication of funding beyond 2020/21 although there will be a Comprehensive Spending Review (CSR) issued prior to 2020/21. The CSR will set the overarching level of resources available for Public Services including Local Government and will indicate the policy direction in relation to austerity.

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- 2.7 Although the Government has indicated that the period of austerity is concluding, without direct evidence, the assumption is that funding will decrease further in line with reductions over recent years and Councils such as Oldham that are still reliant on the Government for a significant proportion of their resources will be especially hard hit by the reductions.
- 2.8 In addition to the determination of the overall level of resources available for the whole Local Government Sector there will be a significant change to the funding of individual Local Authorities influenced by:
- A reform of Business Rates including a planned switch to 75% retention of Business Rates funding and the approach to resetting baselines upon which funding allocations are determined.
 - A review of Local Authorities' relative needs and resources (fair funding review) which is expected to realign the allocation of resources between Local Authorities.
- 2.9 This report is complemented by others elsewhere on the agenda which form a core part of the Council's strategic financial framework and have a vital role to play in enabling the translation of the Council's ambition and priorities in action. In addition to this report there is:
- The Council Tax Reduction Scheme 2019/20.
 - The Capital Strategy and Capital Programme which presents the Council's Capital investment ambitions and priorities for the medium term to 2023/24.
 - Strategic Housing Revenue Account (HRA) estimates detailing financial forecasts for the medium term as well as setting the 2019/20 HRA budget, rent levels and service charges for the year ahead.
 - The Treasury Management Strategy Statement for the year ahead, including a Minimum Revenue Provision Policy Statement, Annual Investment Strategy as well as a suite of prudential indicators.
 - The Statement of the Chief Finance Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments
- 2.10 It is important to recognise cross cutting implications, where decisions relating to one element of the strategy have implications elsewhere. For example, capital investment decisions may carry revenue budget implications in terms of operating, maintenance or debt servicing costs. Similarly, capital investment financed by borrowing carries implications for Treasury Management as well as implications for the revenue budget.
- 2.11 This report revises the MTFs estimates for the period 2019/20 to 2023/24 based on local and national information including the Final LGFS published on 29 January 2019. The budget reduction requirement has consequently been revised to £21.916m as explained at Section 11 later in the report.
- 2.12 This report then sets out the Administration's proposals for the statutory balancing of the 2019/20 budget as per the detail set out from Section 12 onwards together with revised budget gap estimates for the period 2020/21 to 2023/24.
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3 National and Regional Issues impacting on the MTFs and budget setting for 2019/20

3.1 Paragraphs 3.5 to 3.77 set out a range of significant national, regional and local issues that influence the overarching MTFs and budget setting for 2019/20. The forecasts in this report are informed by the policy landscape within which Oldham Council operates.

3.2 Since the austerity programme was first implemented in 2010 by the Coalition Government and taken forward from 2015 by the Conservative Government there have been major changes to the role of, and arrangements for, Local Authorities. This has therefore had a major influence on the operation of the Council, introducing new duties and responsibilities, at the same time reducing the resources available for the provision of services. Demand for many services, particularly the statutory functions of educational provision and adults and children's social care has also increased. These issues have therefore shaped the operational and organisational arrangements as well as the way in which the Council has allocated its resources.

3.3 Recent key changes and forthcoming developments in the national and regional policy landscape are intertwined; particularly those driven by the devolution agenda. The policy areas to which the Council must have regard and respond are set out in the remainder of this section of the report.

3.4 However, underpinning the financial strategy of both the Government and the Council is the economic outlook which sets the scene for resource allocation and investment in the Public Sector.

Economic Growth

3.5 The latest prospects for the UK economy and public finances were set out in the Chancellor's Autumn Budget of 29 October 2018. Forecasts from The Office for Budget Responsibility (OBR) show that the medium term outlook for the UK economy has changed since the Spring Statement of 13 March 2018.

3.6 The forecast for the level of GDP growth for 2018 was revised down to 1.3% but is still higher than previous forecasts for 2019 and 2020. Growth forecasts for 2021 and 2022 remain unchanged with a 1.6% forecast for 2023. A comparison of the previous and the latest forecast is shown in the table below:

Table 1 – GDP Forecast Growth

	2018 %	2019 %	2020 %	2021 %	2022 %	2023 %
Spring Statement 2018	1.5	1.3	1.3	1.4	1.5	N/A
Autumn Budget 2018	1.3	1.6	1.4	1.4	1.5	1.6
Change	(0.2)	0.3	0.1	0.0	0.0	N/A

3.7 The OBR stated that Brexit-related uncertainty is weighing on investment growth and real household consumption remains relatively subdued. However, a loosening of fiscal policy by Government supports growth; particularly the proposed increase in NHS spending announced in June 2018.

3.8 Clearly, since these forecasts were prepared, the position around Brexit has become even more uncertain so these forecasts must be treated with some caution.

Government Borrowing

3.9 The following table shows public sector net borrowing forecasts anticipated in October 2018 compared to those announced in the Spring Budget (13 March 2018).

Table 2 – Public Sector Borrowing Forecasts

	2018/19 £bn	2019/20 £bn	2020/21 £bn	2021/22 £bn	2022/23 £bn
Spring Statement 2018	37.1	33.9	28.7	26.0	21.4
Autumn Budget 2018	25.5	31.8	26.7	23.8	20.8
Change	(11.6)	(2.1)	(2.0)	(2.2)	(0.6)

3.10 The expected changes in borrowing compared to the 2018 Spring Budget were based on a combination of the following:

- A higher public sector receipts forecast reflecting strong outturn data since April 2018 together with higher levels of employment across the forecast period;
- Reductions in public spending due to downward revisions to the forecasts for welfare spending, debt interest and tax litigation; and
- Measures announced in the budget which increased borrowing by £1.1bn in 2018/19 rising to £18.8bn by 2022/23.

3.11 Debt as a share of gross domestic product peaked at 85.2% in 2016/17, falling to 83.7% in 2018/19. It is forecast to fall to 74.1% by 2023/24.

3.12 Increases in Public Sector borrowing may also influence Government policy towards Local Government finances after 2019/20.

Inflation

3.13 Inflation, as measured by the Consumer Price Index (CPI) was 2.4% for September 2018 falling from 2.7% in August. The OBR anticipated at that time that CPI inflation may reduce during 2019 and the rate had indeed reduced to 1.8% for January 2019. In the medium term, the OBR expected inflation to settle a little above the Bank of England's inflation target of 2% per annum.

3.14 The MTF5 includes estimates of the increase in budgets the Council requires in order to keep pace with inflation. Any unplanned inflationary pressures have an impact on the Council's purchasing power with higher rates resulting in the Council paying more for supplies and services. The rise in inflation also affects the spending profile of Oldham residents and their ability to pay Council Tax which can affect the collection rate and have a negative impact on the resources that the Council can generate through this income source.

Brexit

3.15 There remains uncertainty about the impact Brexit will have on future economic growth, inflation or Government borrowing levels and hence public sector spending. It is clear that Brexit is a significant area of focus for the Government and may lead to a potential diversion of resources, which if it were to happen, could impact on future funding available to support Local Government.

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- 3.16 The Council, along with the rest of the country, is waiting for a “deal/no deal” decision and further information to better understand the implications for 2019/20 and future years. The Chancellor did indicate in the Autumn Budget that he may have to use his Spring Statement on 13 March 2019 (after the 2019/20 Council budget has been set) to adjust public spending allocations in the event that the financial issues arising from Brexit were more severe than expected. If this results in a change to the financial position of the Council, then Members will be advised accordingly and appropriate action will be taken.

Business Rates

- 3.17 Business Rates are a highly complex and volatile tax and it is exceptionally difficult to forecast movements over the short to medium term with great accuracy. Since the change to the Business Rates regime in 2013/14 and the revaluation exercise undertaken by the Valuation Office Agency (effective from 1 April 2017), much more uncertainty has been introduced into the setting of Council budgets as the Business Rates tax base is prone to significant changes and can fluctuate for many reasons.
- 3.18 Fluctuations in Business Rates income are also strongly linked to the performance of the wider economy. In an economic downturn there is a heightened risk of properties being left empty and lower levels of development activity. Conversely, when the economy is more buoyant, business activity and thereby rating income, can increase.
- 3.19 The level and timing of appeals against a rateable value are perhaps the most significant factors that can have an impact on variability in yield. Appeals are dealt with by the Valuation Office Agency (VOA) and can date back many years. Recent information highlights that appeals in Oldham covering around £45.728m of rateable value remain unresolved, the vast majority of which relate to the 2010 valuation list. Total rateable value for the Oldham Billing Area is around £157.726m meaning appeals currently affect approximately 29% of the overall Business Rates tax base.
- 3.20 The Check, Challenge & Appeal process introduced by Government in April 2017 has tried to incorporate a degree of consistency to the appeals submission process whilst simultaneously seeking to limit the numbers of ‘speculative’ claims. Results to date suggest the revised process is indeed reducing the number of claims that reach the appeal stage. However it is still unclear whether this is reducing the real number of appeals or just simply holding back the tide. What is clear is that greater financial provision will need to be made for individual claims that reach the appeal stage as having been through check and challenge their probability of securing a rateable value reduction is much greater than under the previous arrangements. Furthermore, some appeals that are currently being considered elsewhere in the country are effectively test cases that may set precedents which prompt a whole new wave of local appeals or straightforward rateable value reductions.
- 3.21 Recognising the challenges that this volatility presents, the Council has put in place arrangements to monitor Business Rates liability on a monthly basis. The output from these monitoring arrangements shows that net liability tends to reduce as the year progresses from each April. These reductions are the result of:
- Reductions in gross rates payable as outstanding appeals are settled; and
 - Increases in mandatory and empty property relief as more claims are submitted and processed as the year progresses.
- 3.22 These trends/movements set against the base position form the basis of the forecast business rates outturn position for 2018/19 and forecast for 2019/20 and future years. The updated estimate of 2019/20 Business Rates was reported to Cabinet on 17 December 2018 and subsequently amended as explained at 3.23, 8.22, 8.23 and 9.4.

3.23 Under the current Local Government finance system introduced on 1 April 2013, local billing authorities are required to prepare and submit to the Ministry of Housing and Local Government (MHCLG) a locally determined and approved Business Rates forecast through the National Non-Domestic Rates (NNDR 1) return by 31 January each year. On 17 December 2018 Cabinet considered an estimate of the Business Rates the Council could use to support its budget in 2019/20 but, mindful of the NNDR1 submission and the potential for change, delegated the decision to vary the final Business Rates forecast and hence the Business Rates Tax Base to the Deputy Leader and Cabinet Member for Finance and Corporate Resources in consultation with the Deputy Chief Executive Corporate and Commercial Services and the Director of Finance. The NNDR1 is used to determine the 2019/20 “demand” and payment schedule for Business Rates revenues between Oldham Council and the Greater Manchester Combined Authority (GMCA) as Fire and Rescue services are partially funded by Business Rates. Under the 100% Rates Retention Pilot arrangements, Central Government no longer receives a share of Business Rates revenues. The NNDR 1 return has been duly submitted and as a consequence the anticipated Business Rates income for 2019/20 has now been confirmed. Following the Budget Statement in October 2018 there were several Business Rates related policies announced. The result of these policies has seen a reduction in the estimates for the Council’s retained Business Rates but a corresponding increase in the amount of grants received in lieu of business rates. This has led to the Council’s Business Rates income and compensating grants being approved under delegated decision as the final estimates differed from those presented at Cabinet on 17 December 2018 (see paragraphs 8.22, 8.23 and 9.4).

Greater Manchester (GM) 100% Business Rates Retention Pilot Scheme

3.24 On 1 April 2017, the GMCA, Oldham Council and the nine other GM districts commenced a pilot scheme for the 100% local retention of Business Rates. The participants agreed to pilot full Business Rates retention on the basis that no district would be worse off than they would have been under the original ‘50/50’ arrangements whereby Business Rates revenues are shared between Central Government and the Local Authority sector. This has become known as the ‘no detriment’ principle. Under the pilot scheme, additional rates income is offset by reductions in other funding streams such as the Revenue Support Grant (RSG) and Public Health grant. In its first year of operation, the pilot scheme delivered financial benefits for its participants and £0.500m of one-off pilot scheme resources from 2017/18 will be used to support the 2019/20 budget. In addition, Oldham’s share of these benefits in 2018/19 is forecast to be £1.218m; a sum which will also be used to support the 2019/20 budget position. The 2019/20 financial year will be the last year of the pilot scheme given that 75% Business Rates Retention will operate from 2020/21. However, it is hoped that in its final year the pilot will continue to deliver similar fiscal benefits as well as deliver significant economic benefits for the GM region and for the Oldham locality. A sum of £1.413m is currently assumed to support the budget in 2020/21.

3.25 From the Government’s perspective, the primary purpose of the pilot was to develop and trial approaches to manage risk and reward in a Local Government finance system that included the full devolution of Business Rates revenues. However, Government plans have changed with a 75% Business Rates Retention Scheme being introduced from 2020/21. Lessons learned from the pilot scheme will inform the design of the new arrangements.

3.26 The pilot scheme for full business rates retention has created further impetus for working jointly across the Combined Authority area. The pilot scheme continues to provide an opportunity to develop new initiatives for cross-authority working in terms of business rates administration and also as part of the growth agenda to attract new businesses to Greater Manchester for the benefit of the region as a whole, as well as individual districts.

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- 3.27 It is difficult to predict to what extent the continuing pilot scheme and whether the subsequent changes to the Local Government finance regime will be of longer term benefit to Oldham Council. Fair funding and systems design national reviews have continued during 2018/19 but the work programme is still ongoing. One of the consultation papers issued alongside the 2019/20 Provisional LGFS to which a response has been submitted sought views on the approach to measuring the relative needs and resources of Local Authorities with the aim of determining the new baseline funding allocations for 2020/21.
- 3.28 However, whether a reformed system (as mentioned at paragraph 2.7) will provide a more sustainable and stable platform for future Local Government finances remains to be seen. Oldham Council's Finance Service continues to participate in discussions at a Greater Manchester level with regard to the pilot and provides direct input and support to long-established MHCLG/Local Government Association (LGA) working groups as well as supporting the work of the Special Interest Group of Municipal Authorities (SIGOMA) and other established networks.

GM, Cheshire East & Cheshire West and Chester Councils Business Rates Pool 2019/20

- 3.29 Members will recall that Oldham has participated in Business Rates pooling since 2015/16. The aim of pooling is to retain the benefits of any Business Rates growth within the pool for the benefit of all participants. Following the submission of an expression of interest in pooling for 2019/20, the MHCLG, alongside the Provisional LGFS, asked Councils to confirm their membership of the pool. In 2018/19 the pool for Business Rates included all ten GM districts and Cheshire East and Cheshire West & Chester Councils. The 2019/20 pool will continue with the same member authorities.
- 3.30 The business rates pooling proposition is such that no Local Authority should be worse off by pooling than it would be if it did not pool. Therefore, if there is any growth in business rates as a result of the economic regeneration activity planned within the borough, the Council would be able to keep its share of that benefit, also benefiting from a share in any levy payment that any levy paying Authority in the pool would normally pay to Central Government.
- 3.31 The fact that Greater Manchester is piloting full Business Rates retention, suggests participating in Business Rates pooling is no longer necessary as there are no additional financial gains to be made. However, participating in such a pool improves the 'no detriment' position of each district in the unlikely event that the 100% pilot scheme fails to derive any fiscal or economic benefits. On 17 December 2018, Cabinet therefore delegated the final decision on the Council's membership of the proposed Greater Manchester, Cheshire East and Cheshire West & Chester Business Rates Pool for 2019/20 to the Cabinet Member for Finance and Corporate Resources in consultation with the Deputy Chief Executive - Corporate and Commercial Services and the Director of Finance. A final decision had to be made within 28 days of the receipt of the Provisional LGFS (13 December 2018) which did not accord with formal reporting cycles. A delegated decision to join the pool was taken on 10 January 2019.

National Living Wage

- 3.32 The Government's new National Living Wage is now enshrined in legislation meaning all workers aged 25 and over are legally entitled to earn at least £7.83 per hour rising to £8.21 from April 2019. The Council however has continued to invest in its workforce by committing to pay Council employees in line with the higher National Living Wage as championed by the Living Wage Foundation (£9.00 per hour from November 2018), so the legislative change had no direct impact on employee costs. However, the cost of externally provided services, particularly with regard to social care provision, has been significant.
- 3.33 The Council has made a commitment to seek national accreditation from the Living Wage Foundation with regard to adopting its National Living Wage over a three year timeframe, as confirmed in the report approved by Cabinet on 28 January 2019. The first stage in 2019/20 will be to ensure that the Council's wholly owned companies are compliant and appropriate budgetary provision is included in budget estimates. The next stage is ensuring other external service providers pay the higher value wages. The Council will work towards this over 2020/21 and 2021/22. It is likely to have significant financial implications but these are still being worked through. As a result, such costs will emerge and will be featured in later reports on the financial position of the Council.

Public Sector Pay Awards

- 3.34 The NJC Pay Award for 'Green Book' members of staff, effective from 1 April 2019, has been determined through negotiations held nationally between the Local Government Association (LGA) and Single Status Trades Unions; Unison, Unite & GMB. The principle feature of the pay award is a refresh of the national pay spine, where lower spinal column points (SCP's) have been merged, and some new points introduced to ensure that the SCP's are evenly spaced apart. The increase for the cost of living is at least 2% across the pay spine.
- 3.35 The negotiations resulted in a national Collective Agreement, resulting in the pay award being able to be applied to Local Government employees, where this is stated within their contracts (i.e. for employees of Councils who are members of the Local Government Association). For Oldham this leaves the local decision associated with the surrounding grading structure to be overlaid across the national pay spine.
- 3.36 The Council has proposed adjustments to the Council's grading structure to accommodate the revised national pay spine. The proposals were based on the principles of:
- No more than six increments in a grade (i.e. no more than five years of progression as advocated by the Equal Opportunities Commission).
 - Either no overlaps between grades or limited to one increment.
 - Every employee to receive at least a 2% increase for cost of living.
 - No re-evaluation of job roles.
- 3.37 The proposal is being considered by the Trades Unions with negotiations ongoing, aiming to reach a collective agreement. However in advance of any final agreement the estimated impact of this pay offer has been factored into financial forecasts.

Devolution

- 3.38 The Greater Manchester Devolution Agreement was signed with the Government in November 2014. It brought both the decision making powers and control of finance far closer to the people of Greater Manchester. This gives them and their local representatives' control over decisions previously taken at a national or regional level.
- 3.39 Taking this forward the Cities and Local Government Devolution Act 2016 provided the legislative context which allowed the GMCA to assume responsibilities performed and delivered by other public bodies. The key element of this is that such assumption of powers would only be with the agreement of the public agencies involved e.g. Local Authority and Health Authority functions.
- 3.40 Set out in the follow paragraphs are the key issues that are shaping the devolution agenda that will affect the operational and financial environment of the Council as well as its approach to addressing financial challenges.

Health and Social Care Devolution

- 3.41 February 2015 saw a Memorandum of Understanding (MoU) signed between the ten Local Councils that make up the Association of Greater Manchester Authorities (AGMA), all Greater Manchester Clinical Commissioning Groups (CCGs) and NHS England (NHSE). From April 2016 Greater Manchester has taken control and responsibility for the £6bn Health & Social Care Budget and is working to deliver its own sustainable Health & Social Care system by 2021.
- 3.42 The areas of the Health & Social care system that are included in the agreement are:
- Acute care (including specialised services);
 - Primary care (including management of GP contracts);
 - Community services;
 - Mental health services;
 - Social care;
 - Public Health;
 - Health Education; and
 - Research and Development.
- 3.43 Devolution in Greater Manchester has provided the momentum and impetus to explore how much further and faster GM can move towards realising a financially sustainable health system.
- 3.44 Oldham Council and the Oldham CCG have jointly developed a Locality Plan for Health and Social Care Transformation covering the period 2016/17 to 2020/21. The successful delivery of this Locality Plan will mean that both organisations have worked together and will have:
- Transformed the relationship between the population and the health and social care system, so that the public expects services to promote healthy behaviours, independence and self-care and reduces dependency on high cost or institutionalised services;
 - A primary care-led, place-based health and social care system that maximises the opportunity to pool budgets, integrate commissioning, and that provides outcome-focused integrated care closer to home;
 - A health and social care system that is built upon sustainable financial models;
 - A workforce that has the skills and capacity to enable people to receive appropriate and timely help and support to address the root causes of health problems as well as the presenting symptoms;

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- A health and social care system that recognises and supports a wider associated workforce including carers, other public sector areas such as the fire service, social housing providers, voluntary and community organisations and volunteers;
 - Better service quality and improvements in the public's experience of health and social care, delivering greater efficiency, and improved health outcomes;
 - Developed an evidence base about the effectiveness of resilience-focused programmes and have scaled these up across Oldham and fostered the widespread adoption of community development and asset-based approaches; and
 - A systematic approach to developing community-centred approaches (including social prescribing) to health and social care, working closely with Oldham's voluntary and community sector.
- 3.45 On the 7 January 2019 the Government launched the new NHS 10 year plan. This reflects the same ambitions as the Oldham Locality Plan, including more out of hospital care, increased integration between health and social care and a focus on a preventative population health approach. The emerging implications for Oldham will be managed within this joint working arrangement as described below.
- 3.46 The integrated health economy, that incorporates Oldham CCG and Oldham Council as well as numerous provider organisations, is known as Oldham Cares. Since April 2018, Oldham Cares has operated under a joint leadership arrangement with the Chief Executive Officer of Oldham Metropolitan Council being appointed to the post of Chief Accountable Officer of Oldham CCG. A new joint governance structure has also been established that has representation from both the Council and the CCG through the Commissioning Partnership Board. The Board has delegated authority from Cabinet to make decisions in respect of the Section 75 (S.75) funds described below. This will continue in 2019/20 and allows joint decision making that will benefit Oldham as a whole. An Alliance Board has also been established, which includes the provider organisations, including, inter alia, the Northern Care Alliance and Pennine Care Foundation Trust.
- 3.47 Oldham Cares has entered into a S.75 Partnership from April 2018. A S.75 Partnership Agreement is made under the provisions of Section 75 of the National Health Service Act 2006 and enables funds to be pooled between the CCG and the Local Authority and enables the delegation of certain NHS and Local Authority functions to the other partner.
- 3.48 The Council and the CCG aim to develop Oldham Cares into an established Local Care Organisation. Whilst the final structure is still being finalised significant progress has been made on integration during the year. The two organisations have been working under the S.75 agreement mentioned above that aligns significant resources within a pooled budget. The total for 2018/19 is £135m. This is made up of £70m of Council resources and £56m of CCG resources and also includes £9m of the £21.3m Transformation Funds described below. These resources are being managed by a joint commissioning team that has brought together Council and CCG staff under a combined management structure and approach. The S.75 agreement will continue in 2019/20 and during the year will be refreshed with 2019/20 funding allocations and expanded to include new services.
- 3.49 Another significant achievement in 2018/19 was the establishment of Community Clusters. The clusters are aligned to newly established primary care clusters that are based on geographical areas of Oldham and that divide the population into groups of between 30,000 – 50,000 residents. Our neighbourhood social care teams have moved into the clusters and work alongside teams from Community Nursing. During 2019/20 these teams will continue to work more closely together developing ever closer working relationships.
- 3.50 These new operating arrangements and the alignment of budgets is enabling not only more effective service delivery, but a more effective and efficient use of both financial and staffing resources of the Council, CCG and other health partners.
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Transformation Fund

- 3.51 In 2017 the Oldham locality successfully bid for GM Transformation Funding that is being used over the four financial years 2017/18 to 2020/2021 to facilitate new ways of working around an integrated approach. A funding award of £21.3m was made with the money being used to:
- Support people to be more in control of their lives.
 - Have a health and social care system that is geared towards wellbeing and the prevention of ill health.
 - Provide access to health services at home and in the community.
 - Provide social care that works with health and voluntary services to support people to look after themselves and each other.
- 3.52 Specifically the schemes that are being supported include:
- Establishing the primary care cluster system (referred to above), across the locality, completing the establishment of integrated health and care teams and creation of single structures at a GP cluster level.
 - Creating and implementing a more effective urgent and emergency care offer on the Royal Oldham Hospital site.
 - Oldham's community enablement service, including community and residential reablement, rehabilitation and community bed services (including a rapid response facility).
 - Avoiding admissions to hospital for the under 5's.
 - Improving mental health provision in the community.
 - Supporting communities to thrive, through the use of social prescribing and the innovative design of schemes to reduce loneliness and social isolation.
- 3.53 A number of the schemes have been trialled throughout 2018/19 and in 2019/20 they are expected to demonstrate an improvement in service and a reduction in demand for emergency and unplanned care across Oldham.

Better Care Fund

- 3.54 Clearly aligned to health and social care devolution, the Better Care Fund (BCF) was established in 2013 and also provides an opportunity to transform local services to better integrate care and support. CCGs and Local Authorities must jointly agree how the BCF is spent, so it is essential to ensure the deployment of resources is developed in the interests of both parties. This arrangement continues to work successfully and it is included within the structure and governance of the Oldham S.75 agreement.
- 3.55 Oldham's minimum BCF spend for 2019/20 is £17.083m however the Council element of this is not yet known. The 2018/19, Government minimum spend for Oldham was £16.783m which was supplemented by Oldham CCG funds of £0.320m. Therefore the total Oldham allocation was £17.103m. As a result £10.415m was passed to the Council to commission services to cover issues such as personalisation, the provision of support for carers, information advice and support and independent mental health advocacy. Funding in 2019/20 will again be allocated to the Oldham CCG and in accordance with the pooling arrangements, part of the allocation will be passported to the Council as per the BCF plan and agreement.
- 3.56 The BCF also includes Disabled Facilities Grant, (DFG), which is a capital grant paid directly to the Council. Allocations for 2019/20 are yet to be finalised but are assumed to be at the same level as the 2019/20 allocation (£1.914m). This grant has been included within the Capital Strategy/Programme.
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Improved Better Care Fund

- 3.57 The Improved Better Care Fund (iBCF) was first announced in the 2015 Spending Review, and is paid as a direct grant to the Council with a condition that it is pooled into the local BCF plan and is managed jointly with the Oldham CCG. For 2019/20 Oldham will receive £8.150m which will form part of the pooled S.75 agreement.
- 3.58 Further to this, on 8 March 2017, the Chancellor of the Exchequer delivered his Spring Budget which included a major policy announcement relating to Adult Social Care funding in England and advised of an additional £2bn iBCF funding nationally over the years 2017/18 to 2019/20 (£1.586m for Oldham in 2019/20). The total iBCF grant for 2019/20 is £9.736m and is presented in the table below. In total £1.848m more funding is available in 2019/20 compared to 2018/19.

Table 3 – Improved Better Care Fund

Improved Better Care Fund	2018/19 £000	2019/20 £000	Difference £000
BCF Settlement 2015	4,687	8,150	3,463
iBCF Spring Budget 2017	3,201	1,586	(1,615)
Total iBCF Allocations	7,888	9,736	1,848

- 3.59 A condition of the grant is that its use is closely monitored with quarterly returns being provided to the MHCLG. This requirement has been met and there have to date been no clarifications sought by the Department.
- 3.60 The financial year 2019/20 is the final year for which the funding has been confirmed. There is speculation around the continuation of funding not helped by the delay in publishing the Social Care Green Paper. However for financial planning purposes the iBCF Spring Budget funding is assumed to cease at the end of 2019/20, whilst the 2015 funding totalling £8.150m is assumed to continue into 2020/21 and beyond. In view of the value of this grant, should this grant cease it would have a major impact on the MTFs, and thereby the financial position of the Council.

Social Care Green Paper

- 3.61 On 16 November 2017, the Government announced that it would publish a Green Paper on care and support for older people by summer 2018. The paper was to set out plans for how Government proposed to improve care and support for older people and tackle the challenge of an ageing population. Initially publication was postponed until autumn 2018 but has since been delayed once again.
- 3.62 The Government has stated that it is intended that the proposals that will be included in the Green Paper will build on the additional Improved Better Care Fund grant (detailed above) to reform social care and provide a long term solution to increasing demand as people live longer and the population ages. Clearly the outcome of this Green Paper will shape the financial policy landscape for 2019/20 and beyond and is therefore keenly awaited.

Winter Pressures Grant

- 3.63 The Winter Pressures Grant announced in the 2018 Autumn Budget and confirmed in the LGFS provides an additional £240m nationally in 2019/20 for adult social care to help Councils alleviate winter pressures falling on the NHS. The Council had already been notified of Oldham's 2019/20 allocation of £1.122m in the form of a grant which will be passported direct to Health and Adult Social Care Community Services. Its use must be agreed with NHS partners and reported to the Department for Health and Social Care.

Social Care Support Grant

- 3.64 Also announced in the Autumn Budget and confirmed in the LGFS was a further £410m nationally in 2019/20 for adults and children's social care in the form of an unringfenced Social Care Support Grant. This grant has been provided in response to Councils concerns with regard to pressure on adult and children's social care services and the expectation is that Councils will use the funding to meet those pressures. For 2019/20 Oldham will receive £1.917m which is helping the Council to partly offset the increased resource requirement for Children's Social Care demand following continued rises in the numbers of looked after children and out of borough placements. This is a one off resource.

Children's Social Care Programmes

- 3.65 Also announced in the Autumn Budget was £84m over 5 years for up to 20 Local Authorities, to help more children to stay at home safely with their families. A recent DfE report suggests Oldham has experienced a relatively large increase in the number of children subject to a child protection plan. It is hoped, therefore, that Oldham will be included as one of the 20 Local Authorities to receive a share of this funding. The LGFS confirmed the available funding however it did not provide any further detail on allocations.

Opportunity Area (OA) Funding

- 3.66 Oldham is one of twelve Opportunity Areas that are receiving a share of £72m to boost opportunities for young people in the community. The OA programme is a key part of the Government's priority to boost social mobility. Oldham was identified as one of the localities most challenged in this area, however it has been recognised as already having built the necessary momentum and capacity for improvement.
- 3.67 The Oldham Opportunity Area Plan was launched on 9 October 2017 by Justine Greening, former Secretary of State for Education. The Oldham Plan identifies three priorities which are to support parents to improve literacy at home; build high performance across the school system; and boost support for Mental Health. This work is being delivered in collaboration with the Oldham Education Partnership and the Opportunity Area Partnership Board.
- 3.68 As an Opportunity Area, Oldham is also receiving a share of a further £22m through the new Essential Life Skills programme. This funding is being targeted toward helping disadvantaged young people to develop life skills. To date Oldham has received £2.481m of Essential Life Skills funding.
- 3.69 The estimated investment into Oldham is around £10m over the life of the OA programme. The investment will be across the entire Education sector in Oldham and not all of the funding will be received by the Council. To date the Council has received £3.010m of Opportunity Area funding. Details of future allocations have yet to be received, but will be incorporated into the budget upon notification.

Homelessness

- 3.70 The Homelessness Reduction Bill received Royal Assent on 27 April 2017. There are many implications arising out of the new legislation. Members will recall that the details of the Act were presented in a report at the Cabinet meeting on 23 October 2017. In order to assist in addressing new responsibilities the Government has awarded grant support. In March 2018 Government confirmed to the Council that it would receive a flexible Homelessness Support Grant at a value of £0.194m in 2019/20. The Government also confirmed in February 2018 the Council would receive new burdens funding for homelessness in the sum £0.062m in 2019/20.

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- 3.71 The grants will be passported to the homelessness service. In addition, Council resources will supplement the grants bringing resources available to a value of £1.815m.
- 3.72 In addition to the above in July 2018 Andy Burnham, the Greater Manchester Mayor requested that all GM Authorities seek to match his commitment to provide a bed for every rough sleeper who wants one from 1 November 2018 to 31 March 2019. As part of this scheme the Council secured funding from the Mayor's Homelessness Fund of £0.114m to provide the service at Lees Road Fire Station. Such initiatives are expected to shape homelessness strategies for 2019/20 and beyond.

Adult Education Funding Devolution

- 3.73 From the 2019/20 academic year, Mayoral Combined Authorities (MCAs) will take on the responsibility for the delivery of quality adult education in their local areas when adult education funding is devolved. A transitional year for MCAs has been created for the 2018/19 academic year to give MCAs time to learn the skills for success, strengthen their relationships with providers and test out mechanisms before Adult Education Budget (AEB) devolution comes fully into force.
- 3.74 During the transitional year, the Education and Skills Funding Agency (ESFA) will continue to manage the AEB budget nationally, and will be responsible for calculating AEB allocations and notifying all providers. The transitional year is a significant step towards devolution, giving MCAs including Greater Manchester, a greater role in shaping local area provision, to ensure a smooth transition and the continued protection of learners
- 3.75 Greater Manchester Combined Authority has been given a provisional devolved AEB allocation of £92.3m per annum. This will fund a number of core grant maintained providers (including the Oldham Lifelong Learning Service and The Oldham College), as well as a programme of contracted provision. The GMCA is focusing on the commissioning of the contracted services, initially, and is currently seeking to procure £20m of new activity.
- 3.76 It is unclear at present what, if any, impact this will have on the provision of adult education in Oldham through the Lifelong Learning Service. More detail will be provided in the lead up to the 2019/20 academic year as the changes and devolved responsibilities progress.

Greater Manchester Spatial Framework

- 3.77 The districts of Greater Manchester are working together to produce a joint plan to manage the supply of land for jobs and new homes across Greater Manchester. The Greater Manchester Spatial Framework (GMSF) will ensure that the right land in the right places delivers the homes and jobs needed up to 2037, along with identifying the need for supporting infrastructure (such as roads, rail, Metrolink and utility networks) required to achieve this. It will be the overarching development plan within which Greater Manchester's ten local planning authorities can identify more detailed sites for jobs and homes in their own area. As such, the GMSF will not cover everything that a local plan would cover and individual districts will continue to produce their own local plans. Nonetheless, the plan will have a significant long term influence on local revenue streams (Council Tax and Business Rates), capital investment and demand for services from local residents. In 2017 all member Authorities consulted with residents on the proposals included in the plan and following this, a second draft of the plan was released on 8 January 2019 followed by a formal eight week consultation with the public which commenced on 14 January 2019. Following this consultation will be a period of analysis which will consider the responses received from residents within Greater Manchester and other stakeholders leading to a revised plan and further consultation in the summer of 2019.

4 Oldham Council Strategies and Policies

4.1 In addition to Central Government guidance and national policies, the Council has a range of locally developed strategies, policies and work programmes that directly influence the day to day operations of the Council and indirectly the financial position. The Oldham Plan and Corporate Plan are key strategic plans which influence the Medium Term Financial Strategy and ensure resources are directed towards delivery of priorities within those plans.

The Oldham Plan and Corporate Plan

4.2 The Oldham Plan, the Oldham Partnership's plan for the borough, was endorsed by Council in July 2017. It is a collective action statement covering the period 2017-2022 and sets out the areas where the Oldham Partnership will add the most value as a partnership to achieve the ambition for Oldham to be a productive and co-operative place with healthy, aspirational and sustainable communities.

4.3 The Oldham Plan is based around the Oldham Model - three change platforms enabled and complemented by public service reform and empowering communities. These are set out in more detail at paragraph 1.9 and in summary are:

- **Inclusive Economy**
The vision is for Oldham to become Greater Manchester's Inclusive Economy capital by making significant progress in living standards, wages and skills for everyone.
- **Thriving Communities**
The vision is for people and communities to have the power to be healthy, happy and able to make positive choices and both offer and access insightful and responsive support when required.
- **Co-operative Services**
The vision is to collaborate, integrate and innovate to improve outcomes for residents and create the most effective and seamless services in Greater Manchester.

4.4 The Corporate Plan 2015-2020 was refreshed and updated to sharpen its focus and ensure alignment with the Oldham Plan and was approved by Council, alongside the Oldham Plan, in July 2017. Work on the new Corporate Plan for 2020 – 2025 will begin in 2019. The new Corporate Plan will reflect the revised Administration priorities, as well as providing stronger links with the Greater Manchester priorities.

4.5 The Corporate Plan is the Council's key strategic document and outlines the Council's contribution to achieving the vision and outcomes detailed in the Oldham Plan, as well as priority areas of focus and delivery for the organisation to continue to deliver the vision of a co-operative future where everyone does their bit to create a confident and ambitious borough.

4.6 The Corporate Plan Objectives and their contingent parts are shown in the following diagram:

Corporate Plan Objectives

An Inclusive Economy where people and enterprise thrive

#ourbit: Attracting investment and encouraging business and enterprise to thrive

#yourbit: Supporting and promoting local businesses and ventures

#result: Oldham is open for business

#ourbit: Delivering key regeneration projects that are growing our business base, creating jobs and transforming opportunities

#yourbit: Visiting the attractions and promoting them as ambassadors

#result: A regenerating and confident borough

#ourbit: Working with partners to create quality work prospects - and ensuring all residents can access new skills and opportunities and be work-ready

#yourbit: Making the most of the education and skills offer and aiming to better yourself

#result: An ambitious and socially mobile borough

Thriving Communities where everyone is empowered to do their bit

#ourbit: Increasing the sense of involvement and ownership of issues that affect people and they care about

#yourbit: Getting involved in your community: actively sharing ideas and experience with others about things you are passionate about

#result: Engaging and resilient communities

#ourbit: Working proactively with residents and partners in promoting healthy, independent lifestyles and providing the right level of care at the right time

#yourbit: Living well, eating healthily, inspiring others and getting the right support at the right time and place

#result: Healthier communities

#ourbit: Nurturing and safeguarding strong neighbourhoods that work together to improve their lives and the communities around them

#yourbit: Working with other residents to build strong networks that are shaping the future where you live

#result: Safer, stronger and thriving communities

Co-operative Services with people and social value at their heart

#ourbit: Building a sustainable co-operative workforce that innovates based on the principle of being equal partners and co-creators

#yourbit: Taking an active role by working with others in shaping better outcomes and making them happen

#result: A co-operative workforce

#ourbit: Putting social value and transformational outcomes at the heart of all our services

#yourbit: Telling us where services are not delivering the right outcomes for you and your community

#result: Outcome-driven services

#ourbit: Reforming public services and encouraging innovation, leading to better outcomes and delivery

#yourbit: Getting involved and having your say in designing future public services

#result: Empowering the positive reform of public services

Co-operative Council in a Co-operative Borough

4.7 Oldham has been a Co-operative Council since 2011 and the Council continues its commitment to delivering a co-operative future where everybody does their bit and everyone benefits. This is achieved by a real commitment to change and work closely with residents, partners and our wider communities to create a confident and ambitious borough.

4.8 The Corporate Plan sets out how everyone can do their bit to support delivery of the ambitions and outcomes:

#ourbit is what Oldham Council is doing or contributing to help improve something.

#yourbit is how local people, businesses and partners are helping to make change happen.

The **#result** is how we are all benefiting from working together.

4.9 The ethos of the Co-operative Council and the principles of the Corporate Plan set the framework for the Council strategies and the MTFS is informed by and takes account of these key strategies and policies as presented in the following paragraphs.

Capital Strategy

4.10 The Council has traditionally followed best practice and prepared a Capital Strategy. However, in 2017 CIPFA issued revised Prudential and Treasury Management codes which require Councils to prepare a Capital Strategy from 2019/20 and include specific elements. In the context of Oldham the style and content of the Capital Strategy has been amended to ensure compliance with the codes.

4.11 The Capital Strategy provides a framework within which the Council's capital investment plans will be delivered. These plans are driven by the Council's Corporate Plan. The Capital Strategy has been prepared to take account of the ambition for the borough including major regeneration developments within the Town Centre and borough-wide, to ensure that new school buildings and extensions are delivered as well as ensuring that the highways network and corporate estate are adequately maintained.

4.12 The proposed Capital Strategy and programme for 2019/20 to 2023/24 take the essential elements of the 2018/22 and previous years' strategies and programmes and moves them forward in the context of the financial and political environment for 2019/20. Capital spending is a key determinate of future revenue commitments so the capital programme and revenue budget are interlinked.

4.13 In accordance with new requirements, the Capital Strategy includes the following:

- a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services.
- an overview of how the associated risk is managed.
- the implications for future financial sustainability.

Treasury Management Strategy

4.14 Treasury management is defined as "The management of the Local Authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

4.15 The Strategy for 2019/20 reflects capital expenditure plans and highlights the Council's position in relation to prudential indicators arising from the Capital Strategy and also sets out the Minimum Revenue Provision (MRP) Policy Statement.

4.16 The Strategy for 2019/20 covers two main areas.

Capital Issues:

- The Capital Expenditure Plans and the associated Prudential Indicators
- The Minimum Revenue Provision (MRP) Policy Statement

Treasury Management Issues:

- The Current Treasury Position
- Treasury Indicators which limit the treasury risk and activities of the Council
- Prospects for Interest Rates
- The Borrowing Strategy
- The Policy on Borrowing in Advance of Need
- Debt Rescheduling
- The Investment Strategy
- The Creditworthiness Policy
- The Policy regarding the use of external service providers.

4.17 The strategy therefore determines how the Council makes the most efficient use of its cash resources by the careful management of borrowing and investments. It is also a key document underpinning the financial planning arrangements of the Council.

4.18 The new Prudential and Treasury Management codes require the Capital and Treasury Management Strategies to be prepared so that there is clear reporting on the Council's approach to treasury and non-treasury investment. The respective reports comply with this requirement.

Income Strategy

4.19 On 18 September 2017 Cabinet approved an Income Strategy for the Council. The strategy details the approach that the Council is taking in regard to income generation and covers all material sources of revenue that finance day to day service provision including:

- Government Grants;
- Council Tax;
- Business Rates; and
- Fees, Charges and Other Contributions.

4.20 The strategy also considers:

- Investment Opportunities;
- Opportunities relating to traded services and other chargeable activities; and
- The process for setting charges and collection efficiency.

4.21 The approval of this policy formalised the approach to income activities and has been a key element in framing the budget setting process for 2019/20.

Commercial Property Investment Strategy

- 4.22 In December 2017 Cabinet approved the Council's Commercial Property Investment Strategy. The strategy sets out the framework to secure long term investments and to generate a sustainable income stream for the Council by way of rental income from new property assets and from its existing non-operational property portfolio held specifically for income generation purposes. The strategy aims to improve the financial resilience of the Council over time and to offset some of the financial pressures created by the continued reduction in Central Government grants. A number of opportunities continue to be considered and are reported on a case by case basis to a Property Advisory Group which has delegated authority to approve any acquisitions based on market analysis and a due diligence exercise.

Medium Term Property Strategy

- 4.23 The Council is in the process of implementing the Medium Term Property Strategy 2018 to 2022, as approved by Cabinet on 20 August 2018. This document has been developed to reflect the Council's strategic objectives as set out in the Corporate Plan 2017 to 2020.
- 4.24 In addition, recognising the greater attention on collaboration across the public sector, the Medium Term Property Strategy reflects the Government's One Public Estate Agenda, which is captured in the Locality Asset Review and the Oldham Strategic Estates Plan 2015-2020.
- 4.25 This strategy also sets out the framework for the delivery of efficiencies and budget savings from the rationalisation of existing assets, acquisition of new assets and the more efficient and effective use of the corporate estate.

Procurement Policy

- 4.26 The Council's Procurement Policy focuses on procurement activity which has the aim of ensuring the optimum balance between cost, quality and local social value, whilst also ensuring that any significant commercial risks are identified and mitigated at the commissioning stage of any procurement activity.
- 4.27 The policy ensures value for money and social value outputs are monitored and measured in an integrated way, in order to support the Council's co-operative agenda. In this way, the Council ensures that it maximises the greatest local social, economic and environmental benefit from the Council's purchasing power.

Housing Strategy

- 4.28 In March 2015 the Council approved the Oldham Housing Strategy for 2015 to 2018.
- 4.29 The Strategy sets out current challenges and Oldham's vision for housing and how it will work within Greater Manchester to deliver on its four key themes:
- Residential Growth.
 - Healthy Homes.
 - Improving Neighbourhoods.
 - Building Stronger Communities.

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- 4.30 The strategy provides a framework to support other housing themed delivery plans relating to issues such as homelessness, residential development, private sector housing and affordable warmth. It also links in to other key Council initiatives such as regeneration through 'Invest in Oldham' and employment through 'Get Oldham Working' and clearly underpins decision making around the Capital Strategy, revenue and Housing Revenue Account budgets.
- 4.31 The strategy is currently under review and a new strategy will be put forward for approval and adoption in 2019. The financial implications of the updated strategy will be managed within the context of available revenue and capital resources.

Get Oldham Working Initiative

- 4.32 A key aim of the Council is to improve employment opportunities for Oldham residents and the Council has continued to take forward the flagship "Get Oldham Working" campaign which is now firmly into Phase 2. To date it has helped create almost 9,200 work-related opportunities - including more than 6,250 jobs, 1,300 apprenticeships, 320 traineeships and more than 1,250 work experience placements.
- 4.33 Recognising that the skills base of the Oldham workforce needs to be improved, the Council has invested in the skills agenda and, in line with the co-operative vision, has produced a Work and Skills Strategy.
- 4.34 The Council remains committed to the Get Oldham Working initiative and to continue the scheme from 2019/20 onwards an amount of £0.140m has been added to the budget estimates.

Oldham Work and Skills Strategy

- 4.35 The Work and Skills Strategy was approved by Cabinet in June 2016. In line with the co-operative vision, the Strategy aspires to achieve four simple strategic goals over the 2016 to 2020 period:
- Create jobs;
 - Deliver social regeneration and in-work progression;
 - Deliver the vision of the Oldham Education and Skills Commission (OESC) and improve the colleges; and
 - Support a thriving private sector.
- 4.36 The strategy also contains an "outcomes framework" for employment and skills which seeks to improve population skills outcomes to support these strategic goals.

Education Provision Strategy

- 4.37 It is the Council's statutory duty to ensure there are enough school places available to local children and young people. No other local or national body shares this duty to secure sufficient primary and secondary schools, although to provide this the Council works with schools and other partners to deliver the places needed. When seeking to manage the demand and supply of school places in Oldham, Oldham Council will take into account the diverse range of provision and educational organisation arrangements that are working well and those that are not working as well. When new or changed provision is considered the Council will seek to influence any proposals to secure high quality educational provision for its citizens.

Strategy for Children and Young People aged 0-25 with Special Educational Needs and Disabilities

- 4.38 The strategy looks to the vision for children and young people with Special Educational Needs and Disabilities (SEND) to have a range of support and opportunities available to enable them to become confident individuals, effective communicators, successful learners and responsible citizens, to remain healthy and to achieve the life outcomes to which they and their families aspire. The current action plan following the strategy is due for review.

Oldham Education and Skills Commission (OESC) / Oldham Education Partnership

- 4.39 Oldham Education and Skills Commission set out a vision for Oldham to create a 'Self-improving education system' where schools, colleges and all interested parties work together in a new collaborative partnership. The Council has allocated £1.000m of resources over the life of the programme in order to enable the OESC to take forward its work.
- 4.40 The Board of the Oldham Education Partnership work to support improvements across the education system. This work across the system is in close partnership with the Local Authority and Opportunity Area work.
- 4.41 Strong links are in place across the system with knowledge and intelligence of all schools (Local Authority and Academy) feeding into an Oldham wide model to support improvements at all Key Stages.
- 4.42 The focus for the Education Partnership will be the continuous improvement of:
- Outcomes for children and young people.
 - Leadership that will drive the self-improving system.
 - Teaching, learning and assessment.
- 4.43 The Oldham Education Partnership will continue to work in Partnership to support the role of the Local Authority with schools in Oldham.

People Strategy

- 4.44 Recognising that staff are the Council's greatest asset, the overarching People Strategy is regularly reviewed and developed around four themes that focus on organisational design, building organisational capability, working towards being an employer of choice and effective people infrastructure (people, policies and processes) all of which are aligned to the Corporate Plan and underpinned by the Council's ambition, values and behaviours.

ICT Strategy

- 4.45 The Council's ICT Strategy has been developed through engagement with key stakeholders across the business to shape the direction of the organisation in this regard.
- 4.46 It describes the development of core ICT capabilities over the three years 2017/18 to 2019/20 but is currently being refreshed. The strategy has been formulated through a pipeline which addresses delivering a customer focused service, digital by design, harnessing the power of data, strengthening governance and capability and integration of information to be an agile and efficient Council. Implementation of this strategy will allow the Council to address key challenges such as increasing demand, reducing budgets and embracing a wider reform of the public sector across the Greater Manchester (GM) sub-region.

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- 4.47 The current and updated strategy will provide an aspirational vision and direction for the Council's technology platform, grounded in affordability, reflecting the balance between taking advantage of new opportunities in ICT with the risk and cost of moving away from or changing existing solutions. The principles within the strategies also provide a framework for how the Council's IT services will be designed, commissioned and delivered.
- 4.48 The success of the ICT Strategy is therefore a vital element in ensuring the Council can deliver its service transformation agenda with associated operational and financial efficiencies which include associated budget reduction proposals.

Climate Change Strategy

- 4.49 The Council has a Climate Change Strategy covering the period 2013 to 2020. This strategy covers the Council's approach to investment in low carbon infrastructure across the borough, both on its own assets and in partnership with community groups, developers and other stakeholders. Examples of projects arising from this strategy include the 110kw solar photovoltaic (PV) array on Tommyfield Market, and the Generation Oldham solar PV programme for schools and community centres.
- 4.50 The Climate Change Strategy will be replaced during 2019 with a new Green Oldham Strategy, which will build on the approach set down thus far and expand it in line with the Council's current priorities around Health and Wellbeing, tourism and also increasing energy efficiency.
- 4.51 The Climate Change Strategy and Green Oldham Strategy have and will provide Oldham with additional specific project funding sources which include the Interreg Europe COALESCCE project and the Food Chains for EU project. In addition a number of new EU funding bids have been submitted for which the Council is awaiting a decision as to whether it has been successful.

Local Flood Risk Management Strategy

- 4.52 The Local Flood Risk Management strategy principally aims to tackle 'local flood risk', which includes flooding from surface water, groundwater, ordinary watercourses, canals and reservoirs. This type of flooding is responsible for most of the household flooding in England, but until now there has been no duty on the Council or the Environment Agency (EA) to address these forms of risk in an organised way. The strategy aims to address this gap and direct and manage the way forward.

Other Strategies, Management Plans and Policies

- 4.53 There are a number of other policies, strategies and management plans which are relevant and feed into the MTFs. These include Safe and Strong Communities, Safeguarding for Adults, Children and Multi Agency Safeguarding Hub, Arts and Heritage, Place Marketing and Integration.

5 Financial Resilience

- 5.1 Members will recall that the Overview and Scrutiny Performance and Value for Money Select Committee considered a report on the financial resilience of Local Authorities at its meeting of 13 December 2018. Financial resilience has become a matter of national focus as a result of the well-publicised financial failure at Northamptonshire County Council. This required the issuing of an initial notice, in February 2018, under the powers of Section 114 of the Local Government Act 1988 which effectively brought all non-essential spending to a halt. As the financial position worsened, a second such notice was issued in July 2018.
- 5.2 In response to the issues at Northamptonshire and the signs of financial stress being exhibited by other Councils, the Chartered Institute of Public Finance and Accountancy (CIPFA), the leading public sector accountancy body, issued a consultation document on a proposal to introduce a Financial Resilience Index which sought to provide an assessment of the relative financial health of each English Council. A response to the consultation was issued in December 2018 which suggested measuring 15 indices and during the early part of 2019 CIPFA will be revising and testing the proposed range of indices ahead of the release of a final version. The index will therefore be a tool that will be used to support the 2020/21 and future years budget processes.
- 5.3 It is important to highlight that although the Council has used some one off measures to balance both the 2017/18 and 2018/19 budgets and is proposing to maintain this approach for 2019/20, it continues to be well positioned to adapt and adjust to meet the new financial challenges in respect of 2019/20 and future financial years. The Audit Findings Report produced by the External Auditor when giving the audit opinion on the 2017/18 Statement of Accounts (July 2018) advised that the Council has, in all significant aspects, proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources.
- 5.4 The report stated that “the Council continues to develop future opportunities for Oldham in the context of the challenging financial landscape. It has a track record of meeting its revenue budget and identifying areas of budget reductions to secure the delivery of public services”. Such comments from the External Auditor can give Members confidence in the financial planning process and hence the robustness of the approach to producing estimates and managing the financial challenges the Council is facing.

6 2018/19 Revised Budget and Year End Forecasts

6.1 The starting point for the consideration of the 2019/20 budget is the current 2018/19 budget position. Since the 2018/19 budget report was approved by Council on 28 February 2018, there have been a number of further one off funding allocations and amendments. These are detailed in Table 4 below and were included in the Month 8 Financial Monitoring Report approved by Cabinet at its meeting on 11 February 2019. The approved budget for 2018/19 has therefore increased to £221.453m. The revised 2018/19 budget therefore becomes the revised base budget for 2019/20.

Table 4 - 2018/19 Revised Revenue Budget

	£000	£000
Net Revenue Budget as at 1 April 2018		209,657
Adjusted for use of reserves		7,264
Adjusted Net Revenue Budget		216,921
New One-Off Grant Funding Adjustments		
Adult Personal Social Services Grant	208	
Opportunity Area Grant	2,237	
Adult Social Care Winter Pressures Grant	1,122	
School Improvement Monitoring & Brokerage Grant	261	
Extended Rights to Free Home to School Travel Grant	6	
Personal Advisor Support for Care Leavers Grant	11	
SEND Regional Co-ordinator Grant	24	
Property Searches New Burdens Grant	24	
Transition to Universal Credit (UC) Housing Grant	23	
Staying Put Grant	62	
Self Employed Review Funding Grant	20	
KS2 Moderation & KS1 Phonics Grant	13	
Capital Grants	531	
Reduction in DWP Implementation of UC Grant	(10)	
Reduction in S31 Grants in Lieu of Business Rates	(928)	
Increase in use of Reserves	928	
Total Budget Adjustments		4,532
Total Revised Net Revenue Budget		221,453

6.2 The table below details the approved 2018/19 Month 8 year-end forecast position against budget for each Portfolio after the planned transfers to and from reserves:

Table 5 - 2018/19 Month 8 Year-End Forecast Position against Budget

Portfolio	Budget £000	Forecast £000	Variance £000
Chief Executive	2,322	2,307	(15)
Corporate and Commercial Services	5,573	5,072	(501)
People and Place	138,739	143,982	5,243
Health and Adult Social Care Community Services	59,802	59,803	1
Reform	30,615	30,699	84
Capital, Treasury and Corporate Accounting	(15,598)	(20,555)	(4,957)
NET EXPENDITURE	221,453	221,308	(145)

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- 6.3 Whilst overall corporately there is a small under spend projected at the end of the financial year of £0.145m, the key variance to note is a £5.243m projected over spend within the People and Place Portfolio largely attributable to Children’s Social Care (£4.216m). The principal reasons for this over spend are in the main due to the continued rise in the numbers of looked after children and out of borough placements; this being a continuation of the pressures consistently reported throughout 2017/18 and despite significant investment for 2018/19. There are also reported overspends relating to the increase in the number of children with disabilities requesting personal budgets and the number of care leavers living in supported accommodation.
- 6.4 This therefore highlights the issues the Council is currently facing in relation to increased demand for children’s social care services. Although management action is being implemented to reduce spending it is unlikely to have a significant impact prior to the start of 2019/20. Other budgets under pressure in the Portfolio are the Home to School Transport Service and the Building Control Service.
- 6.5 The overall corporate position is being managed by offsetting favourable variances, most noticeably from capital, treasury and corporate accounting budgets. This is in part caused by the anticipated cost of borrowing and capital financing being lower than budgeted and the availability of additional Treasury Management income and unringfenced grants not allocated to service budgets.

7 Base Budget Adjustments and Expenditure Pressures 2019/20 to 2023/24

- 7.1 The Council regularly reviews the assumptions and methodologies used to calculate the budget reduction requirements as part of its Medium Term Financial Strategy. This is informed by new or updated funding notifications from Central Government, trends in inflation, other Government policy announcements and changes in issues directly under the influence of the Council, all of which are outlined in Section 3 and Section 4 of the report. It also assumes as the starting point that expenditure and activity levels will continue as in 2018/19, adjusted for any approved budget reductions, growth items and additional burdens arising from new legislation or Central Government policy initiatives.
- 7.2 This section of the report sets out the revised expenditure assumptions that form the basis of the revenue budget estimates for the period 2019/20 to 2023/24 and change the budget requirement from that of 2018/19. The detailed MTFs estimates for 2019/20 and 2020/21 are attached at **Appendix 1**.

Base Budget Adjustments

- 7.3 The starting position for calculating the 2019/20 estimates takes account of the full year effect of 2018/19 adjustments. This has been updated to reflect the current position and includes:
- £0.300m to add back budget reductions approved in 2018/19 which were agreed for one-year only.
 - £4.532m of one-off adjustments relating to 2018/19 temporary funding as shown in table 4.
 - Removal of £0.026m for the Extended Rights to Free Travel Grant where the Council has only received notification of funding for the 2018/19 financial year.

- Adjustments of £0.689m in 2019/20 and £0.750m in 2020/21 to reflect temporary funding arrangements in relation to Early Help services pending a service review due to take place prior to the 2020/21 financial year.
- A £3.902m reduction in 2019/20 for the 2018/19 allocation of Improved Better Care Fund announced in the Spring Budget 2017 (£3.201m) and the 2018/19 Adult Social Care Support Grant announced in the 2018/19 Final Local Government Finance Settlement (£0.701m).
- Reductions in 2020/21 for new grants that have been notified for 2019/20 only, Winter Pressures Grant (£1.122m), Social Care Support Grant (£1.917m), Brexit Preparation Grant (£0.105m), Flexible Homelessness Support Grant (£0.194m) and Mayoral Grant (£0.693m).
- A reduction in funding for Universal Credit implementation costs of £0.155m as detailed at paragraph 8.34 thus directly reducing resources for this initiative.

Passporting of Adult Social Care Precept (ASCP)

- 7.4 From 2016/17, the Government has allowed Councils to raise additional Council Tax via an Adult Social Care Precept (ASCP). This additional funding must be ringfenced to support the increased costs of Adult Social Care and is passported directly to Adult Social Care Services. The Adult Social Care Precept, assuming a 2% increase (to reflect Council Tax Policy), for 2019/20 will generate an additional £1.771m to fund pressures within Adult Social Care.

ASCP Taxbase Growth

- 7.5 Revisions to the taxbase increase the funding available to the Council for decisions made to apply the ASCP in 2016/17, 2017/18 and 2018/19. As with monies raised from the application of the ASCP in 2019/20, all additional funding from ASCP taxbase growth will be passported directly to Adult Social Care and for 2019/20 the growth will generate an additional £0.089m.

Passporting of Increased Adult Social Care Grants

- 7.6 Given the national trends in Adults Social Care pressures the Government has supplied additional ringfenced funding for Adult Social Care which will be passported directly to fund Adult Social Care Services. For 2019/20 an additional £6.171m will be passported which consists of £3.463m in relation to the Better Care Fund, £1.586m for the improved Better Care Fund announced in the Spring Budget 2017 and £1.122m for the 2019/20 Winter Pressures Grant confirmed in the 2019/20 LGFS. It should be noted however that as detailed in paragraph 7.3, the £1.586m reflects a reduction of grant from 2018/19 of £3.201m leaving a net impact of £2.970m.

Demand Pressures – Children’s Social Care

- 7.7 Members will be aware that the base budget for Children’s Social Care for 2018/19 was significantly increased. However during the financial year demand pressures have continued as illustrated through the 2018/19 Month 8 Financial Monitoring Report which showed an adverse variance of £4.216m. Although action is being taken to manage demand and associated expenditure, the service will require additional investment in 2019/20. This investment will provide resources to support social care expenditure at anticipated levels of demand and allow for the enhancement and strengthening of the staffing establishment to enable effective service delivery.

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- 7.8 The full year effect of this investment in Children's Social Care is £5.282m however the budget will be increased by £4.611m in 2019/20 to reflect the time it will take to bring the staffing establishment up to full complement. As advised previously the Government has provided a one off grant of £1.917m which will support this expenditure in 2019/20.
- 7.9 It is expected that by 2020/21 the establishment will be fully staffed (at an additional cost of £0.671m) but that the Children's Social Care Service will be operating such that efficiencies of £1.660m will be generated. However these efficiencies do not fully offset the one off nature of the funding offered by Central Government and therefore the Council is required to support its investment in Children's Social Care by a further £0.928m of its own resources in 2020/21.
- 7.10 Mindful that it will take some time to embed and implement the new operating arrangements within Children's Social Care and thereby manage demand more effectively, a sum of £1.000m will be held in reserve to provide additional financial support if required during 2019/20.

Pay Inflation

- 7.11 As per paragraph 3.34, pay inflation estimates have been made in line with nationally agreed pay spines and pay awards. These have been allowed for in the MTFS and also the continuation of a locally agreed commitment to the Living Wage Foundation National Living Wage. For Council Services excluding Adult Social Care, the application of the changes to pay are at a 2019/20 value of £1.884m. For Adult Social Care, any pay inflation costs will be met from the additional resources raised through the Adult Social Care Precept (ASCP).

Contractual Inflation

- 7.12 There are areas of expenditure where there is a contractual commitment linked to a fixed or variable inflationary increase and the estimates for 2019/20 reflect that need. In the main, this relates to increased utility costs and inflationary rises built into service contracts such as those related to Private Finance Initiative (PFI) schemes. It is estimated that for 2019/20 these contractual inflation costs are at a value of £0.878m.
- 7.13 The MTFS assumes no increase in 2019/20 for general supplies and services inflation and that services will absorb any costs from within current resources. It should be noted however that as detailed in Section 3 of this report, inflation rates at January 2019 were at a rate of 1.8% and applying no increase to service budgets effectively reduces the spending power of the Council.

Pension Contributions

- 7.14 Contribution rates for 2019/20 (at the same level as 2018/19) have been agreed with the Greater Manchester Pension Fund (GMPF) as part of its triennial revaluation exercise which determines the required employer contributions. Any variations to the numbers of employees within services will be managed within service budgets. There is however an estimated 1.4% rise for 2020/21 and a further 1% per annum increase assumed for each subsequent year.

GMCA Levy - Waste Disposal Element

- 7.15 During 2017, following extensive consultation with Districts, the Greater Manchester Waste Disposal Authority (GMWDA) made a decision to terminate existing waste PFI arrangements in order to reduce costs and deliver operational improvements. On 13 December 2017 the Council approved a revised Levy Allocation Methodology Agreement (LAMA) to be implemented from 2019/20 with transitional arrangements in place for 2018/19. In April 2018 the GMWDA transferred all its duties, obligations and statutory powers for waste disposal to the Greater Manchester Combined Authority (GMCA).
- 7.16 The Council's budget estimate for the GMCA Levy – Waste Disposal Element for 2019/20 was revised when the 2018/19 budget was set following termination of the former PFI arrangements and the agreement of the proposed LAMA. It was expected that the costs would increase by £0.428m and this was built into the budget estimates for 2019/20.
- 7.17 The Council was formally notified of the levy for 2019/20 on 15 February 2019 at a value of £18.102m. This represents a £0.585m increase compared to 2018/19 and is £0.157m higher than the previous estimate detailed above. In line with agreed policy, the £0.157m will be funded in 2019/20 from a reserve specifically held to support increased waste levy costs.

GMCA Levy – Transport Element

- 7.18 The GMCA agreed its 2019/20 Transport Levy to the Greater Manchester Districts on 15 February 2019. Oldham was notified that its Transport Base Levy for 2019/20 was at a value of £16.076m which is £0.024m lower than the initial estimate for 2019/20. However, in 2019/20 the Transport Levy will be increased to reflect one off additional funding of £0.693m for Bus Reform (including the provision of an Opportunity Pass for 16-18 year olds) and a one off levy reduction of £0.418m following a review of GMCA reserve balances. To offset the one off £0.693m funding adjustment, the GMCA will provide an equal amount of Mayoral Grant to the Council as detailed in paragraph 10.5. The resulting 2019/20 Transport Levy for Oldham is at a value of £16.351m (a net increase of £0.251m).

GMCA and AGMA - Contributions to GM-Wide Activities

- 7.19 The GMCA approved its 2019/20 budget on 15 February 2019 and contributions to GM wide activities will remain unchanged at a value of £0.753m. On 25 January 2019 GMCA also approved the Association of Greater Manchester Authorities (AGMA) contributions to GM Wide Activities at a value of £0.070m, which is unchanged from the 2018/19 base budget position.

Environment Agency Local Levy

- 7.20 On 11 February 2019 the Environment Agency provided the Council with a confirmed levy amount for the 2019/20 financial year.
- 7.21 Oldham's levy for 2019/20 is in line with planning forecasts at a value of £0.106m, an increase of £0.002m.

Net Impact of Levies/Contributions

- 7.22 The table below advises that taking all the information set out above, resources of £0.838m will be added to the levy budgets in 2019/20.

Table 6 – Comparison of Levies / Contributions

Levy/Contribution	2018/19 Budget £000	2019/20 Notification £000	Difference £000
GMCA Levy - Waste Disposal Element	17,517	18,102	585
GMCA Levy - Transport Element	16,100	16,351	251
GMCA - Contributions to GM-Wide Activities	753	753	0
AGMA Contributions	70	70	0
Environment Agency	104	106	2
Total	34,544	35,382	838

Investment Fund

- 7.23 The Council has agreed an ambitious regeneration programme funded in part by prudential borrowing. This requires revenue spending to support the borrowing costs in line with the projected timeframe for the capital investment. The forecast is that for 2019/20 an additional £3.653m will be required in the investment fund. In the main this is required to offset previous one-off adjustment to estimates approved as part of the 2018/19 budget setting process where it was agreed to re-profile the Minimum Revenue Provision (MRP), the amount that the Council has to set aside from revenue resources to repay debt.

Homelessness Support

- 7.24 The Council has been notified of a 2019/20 Flexible Homelessness Support Grant after the 2018/19 budget was approved at a value of £0.194m. It is assumed that this grant will be passported to services in 2019/20.

Early Help Funding

- 7.25 Members will recall that the Early Help service in 2018/19 was partially financed from reserves to allow an extension to the Positive Steps contract to enable a review of the whole Early Help delivery model to be undertaken. This review has yet to be completed and to provide for a continuation of the service for a further year, resources of £1.100m will be required. On 17 January 2019 Schools Forum agreed to contribute £0.350m towards the cost of the Early Help Service from the Dedicated Schools Grant. As a result a resource allocation of £0.750m has been included in the 2019/20 budget as a one-year funding allocation to facilitate the determination of a revised delivery arrangement.

Brexit Preparations

- 7.26 On 28 January the Government announced a grant to fund Brexit preparations as detailed at 8.29. This is at a value of £0.105m. Expected expenditure has been increased in line with the value of the grant.

Development Fund

- 7.27 A funding allocation of £1.000m was included in the budget estimates to support the funding of business developments which may be identified subsequent to or during the budget process. Following the identification and agreement to fund such pressures which are explained in detail in the following paragraphs, this fund has been fully utilised as part of the 2019/20 budget setting process however it remains at a value of £1.000m for 2020/21 and future years.

Software Licenses

- 7.28 The Council's software license costs in relation to Microsoft products are due to increase at a cost of £0.250m in 2019/20. The Council will be required to incur this additional cost and this is therefore an unavoidable pressure.

Street Cleaning

- 7.29 Members will recall that on 20 August 2018 Cabinet approved a report allocating additional resources to support a Council initiative to promote street cleaning and enforcement. Additional funding of £0.240m in 2019/20 and a further £0.180m in 2020/21 has therefore been included in the budget estimates.

Coroners Service

- 7.30 Members are reminded that Coroners services for Oldham are provided as part of a single service for Bury, Rochdale and Oldham. The service is led by Rochdale and the Council has been informed that an additional £0.180m is required in relation to the Coroner's service due to a forecast increase in operating costs for 2019/20. The Coroner is an independent judicial office holder and not directly employed by the lead Local Authority. Consequently, the Council's influence over Coroner expenditure is limited.

Home to School Transport

- 7.31 Members will be aware that Revenue Budget Monitoring reports considered by Cabinet have highlighted a pressure in relation to continuing demand pressures within the Home to School Transport Service. The 2018/19 Month 8 Financial Monitoring Report detailed a projected overspend of £0.244m compared to £0.175m at Quarter 2. Whilst action is being taken to manage expenditure, it is considered appropriate to increase service budgets by £0.175m in 2019/20. The current routes will be re-procured during the 2018/19 academic year and there will be a review of the Home to School transport policy. This should lead to a reduced cost in line with the Quarter 2 forecast.

Building Control Fees

- 7.32 The 2018/19 Month 8 Financial Monitoring Report detailed that the Building Control Service is experiencing a reduction in fee income due to current economic challenges and also an increased requirement to carry out statutory non-fee generating activities on building safety. This has created an estimated pressure in 2018/19 of £0.204m however a projected increase in fees leading into 2019/20 suggests that a budget adjustment of £0.167m will be sufficient to stabilise the financial position in 2019/20.

Get Oldham Working

- 7.33 The Get Oldham Working agenda is a key Council priority. Within this programme the Oldham Modern Apprenticeship Trainee Scheme has previously been funded from external sources. This external funding source is due to expire at the end of 2018/19 and to continue the scheme and replicate the current programme of financing up to 80 trainees per year there is a requirement to provide a base budget of £0.140m in 2019/20.

Accommodation Costs – Public Health

- 7.34 There are on-going financial liabilities of £0.382m for accommodation which must be provided for in the in 2019/20 budget. This is due to a change in NHS funding arrangements with regard to the Council’s use of NHS premises for the provision of Health Visitors and School Nurse services for the 0-5 Right Start Model and the delivery of sexual health service in the Integrated Care Centre.

New Business Developments

- 7.35 The items detailed as new business developments in paragraphs 7.28 to 7.34 have emerged as 2019/20 pressures during 2018/19 and are summarised in the table below:

Table 7 – New Business Developments

Estimated revenue position 2019/20 to 2021/22	2019/20 £000	2020/21 £000
Software Licenses	250	0
Street Cleaning	240	180
Coroners Service	180	20
Home to School Transport	175	0
Building Control Fees	167	0
Get Oldham Working	140	0
Accommodation Costs Public Health	382	0
Total New Business Developments	1,534	200

New Burdens and Service Transfers

- 7.36 As highlighted previously there is considerable uncertainty with regard to the Local Government Finance Regime and its effect on resources available to Councils from 2020/21. In particular the Government’s commitment to the introduction of 75% Business Rates Retention means that the range and values of Government Grants is difficult to predict. Also there is an expectation that the new funding regime will require Councils to provide services which have previously been funded from Central Government. As a consequence the budget estimates assume that for 2020/21 any additional funding the Council receives from 75% Business Rates Retention Regime will be matched by New Burdens transferred from Central Government.

Revised Parish Precept

- 7.37 The revised Parish Precept amount reflects the increases in the tax bases for Saddleworth and Shaw and Crompton Parish Councils and the increased precepts approved by both Parish Councils. This is offset by an opposite and equal adjustment in the Council Tax generated in those areas. The revised 2019/20 Parish Precepts and the tax base growth applicable to the Parish Precepts in 2019/20 generates additional resources at a value of £0.014m.

Summary Budget Position

- 7.38 Taking all of these budget adjustments together means that the total expenditure budget for 2019/20 would rise to £234.941m. This is £21.916m higher than the resources available to support it and this is the budget gap that must therefore be addressed.

8 Local Government Finance Settlement (LGFS) and Associated Funding Announcements

- 8.1 The 2019/20 Provisional Local Government Finance Settlement (PLGFS) was released on 13 December 2018. It was issued by the Secretary of State for Housing, Communities and Local Government the Rt. Hon James Brokenshire MP, setting out the Government's formal proposals for the funding of English Local Authorities in 2019/20.
- 8.2 The Government only provided financial information for 2019/20 in accordance with its offer to provide a multi-year settlement to Councils like Oldham that submitted an Efficiency Plan by 14 October 2016.
- 8.3 On the 29 January 2019 the Secretary of State for Housing, Communities and Local Government published the formal statement and supporting information on the Final LGFS for 2019 to 2020 which confirmed the funding approaches set out in the Provisional LGFS and associated announcements.
- 8.4 Key issues included in the LGFS and associated announcements were as follows:
- There was little new money included in the Settlement from Central Government apart from the confirmation of the 2019/20 Winter Pressures Grant and the 2019/20 unringfenced Social Care Support Grant which were announced in the 2018 Autumn Budget. There was no significant additional funding specifically for Children's Social Care which is currently the Council's major budgetary pressure.
 - The Government confirmed that the referendum limit for general Council Tax increases would remain at 3% for 2019/20 in line with inflation rates as measured by the Consumer Price Index.
 - The Government confirmed its intention to introduce 75% Business Rates Retention (rather than 100%) for all in 2020/21.
 - Proposed changes to the New Homes Bonus payments scheme were scrapped in 2019/20 with the growth baseline remaining at 0.4%.
 - Resources from the return of excess Business Rates levy income will be paid to Councils in 2018/19 (the Council will receive £0.978m)
 - The GM Mayor, as Police and Crime Commissioner, has the ability to increase the Police precept by up to £24 in 2019/20, double the amount allowed in 2018/19.
 - Updated Settlement Funding Assessment and Core Spending Power figures were issued for each Authority which included revised Business Rate Top Up grant figures.
- 8.5 The implications of these matters in the context of Oldham Council are dealt with from paragraph 8.20 of the report.
- 8.6 Three consultation papers were published alongside the 2019/20 PLGFS. The consultations covered the 2019/20 provisional settlement, reform of the Business Rates Retention system and a review of Local Authorities' relative needs and resources.
- 8.7 The Council's response to the consultation on the Settlement was submitted before the deadline of 10 January 2019 and was prepared by the Director of Finance in consultation with the Deputy Leader and Cabinet Member for Finance and Corporate Resources. The consultation paper sought responses to eight questions related to the distribution of Revenue Support Grant, Social Care Support Grant, New Homes Bonus and Rural Services Delivery Grant. The paper also sought views on the distribution of national levy account surpluses, Council Tax Referendum Principles and the issue of negative Revenue Support Grant. The Council responded from the position of believing that resources where possible should be distributed on the basis of need.

- 8.8 The consultation paper relating to Business Rates Retention reform explored a range of issues associated with resetting the system and moving to 75% local rates retention from 1 April 2020. The consultation paper covered the approach to resetting baselines, proposed revisions to levy and safety net arrangements, tier splits (e.g. between Counties and Districts) and pooling incentives. The paper also sought views on proposals that aim to simplify the administration of the system. The Council provided a response to the consultation before the deadline of 21 February 2019.
- 8.9 The third paper covered relative needs and resources and sought views on proposals to update and reform the formula for allocating resources as part of the Local Government finance system. From 1 April 2020, the Government is proposing to introduce a ‘foundation formula’ for allocating a proportion of resources on a per capita basis supplemented by service specific formulas for large and/or complex services such as Adults and Children’s Social Care. The formula would continue to take account of the relative ability of Councils to raise revenue through local taxation and arrangements are likely to be introduced to smooth transition from the current system to the new system. The key challenge associated with the Business Rates Retention consultation is that stakeholders were asked for views on principles and aspects of design without being provided with illustrations or information as to how these reforms would impact on funding allocations and risk for individual Local Authorities. The Council provided a response to the consultation before the deadline of 21 February 2019.

Settlement Funding Assessment

- 8.10 The Settlement Funding Assessment (SFA) is a Government calculated figure which includes the Revenue Support Grant (RSG) and the Baseline Funding Level (BFL). The BFL comprises Business Rates Top Up Grant plus the Government’s assessment of Business Rates that can be collected locally (known as Business Rates Baseline). GM Districts do not currently receive any RSG in lieu of piloting 100% Business Rates retention.

National position

- 8.11 The Government has continued with its spending review commitment to reduce departmental spending and as such the following table shows these reductions in the National SFA. The reduction from £16.943bn in 2018/19 to £15.958bn in 2019/20 represents a 5.8% decrease in national funding.

Table 8 – National SFA Amounts

2018/19 £m	SFA for England	2019/20 £m
16,943	Settlement Funding Assessment	15,958
	of which:	
1,379	Revenue Support Grant	653
15,564	Baseline Funding Level	15,305

Oldham Council

- 8.12 The position for Oldham, following the submission and acceptance of its Efficiency Plan in 2016 is as anticipated and the reduction in the SFA from £102.816m in 2018/19 to £96.899m in 2019/20 represents a 5.75% decrease, in line with the decrease in overall national funding.

Table 9 – Oldham SFA Amounts

2018/19 £000	SFA for Oldham	2019/20 £000
102,816	Settlement Funding Assessment	96,899
	of which:	
0	Revenue Support Grant	0
102,816	Baseline Funding Level	96,899

- 8.13 The SFA figures provided for Oldham compared to the current estimates suggest a small increase in resources of £0.046m for 2019/20. This is due to the updating of the Small Business Rates Multiplier from 48p in 2018/19 to 49.1p in 2019/20, an increase of 2.29%. It is important to note that the change in SFA is not supported by a corresponding increase in grant funding.

Table 10 – Oldham SFA Changes

Funding Stream	Current Estimates £000	Settlement £000	Variance £000
Settlement Funding Assessment	96,853	96,899	46

Core Spending Power

- 8.14 Published alongside the LGFS was the Government's estimates of Core Spending Power (CSP). This is the Government's assessment of the expected revenue resources available to Local Authorities in 2019/20 using Office of Budget Responsibility estimates.
- 8.15 The Settlement includes detail by individual Authority and the comparative amounts for 2018/19 and 2019/20 for Oldham are shown in the table below:

Table 11 – Oldham's Core Spending Power

2018/19 £000	Core Spending Power for Oldham	2019/20 £000
185,619	Core Spending Power	189,197

- 8.16 Whilst the settlement Core Spending Power implies the Council has £3.578m more resources than in 2018/19, the Government's CSP figures include assumptions as to the growth of the tax base and annual tax increases that are not in line with the Council's own budget assumptions and estimates.

Business Rates Retention – National Levy Account 2018/19 Surplus

- 8.17 As part of the operation of the Business Rates Retention system, some Authorities pay a levy on the growth in their business rates. This levy is designed to meet the cost of the safety net payments for those Authorities that have seen a decline in their income below 92.5% of their individual baseline funding level in a single financial year. MHCLG, on behalf of the Government, manage levy income and safety net payments.
- 8.18 National Non-Domestic Rates (NNDR3) data published on 21 November 2018 confirmed that, as a result of growth in business rates collected by Authorities in 2017/18 and the associated levy payments, there was a surplus of £195m in the 2018/19 levy account. The Government intends to distribute the majority of this surplus (£180m) to all Local Authorities based on the 2013/14 settlement funding assessment (sum of the RSG for each Authority and Baseline Funding Level allocations). It is intended that the remainder of the surplus (£15m) be held back to meet potential safety net payments for 2019/20.
- 8.19 The allocation for Oldham is £0.978m which is expected to be received in late 2018/19 for inclusion in 2018/19 accounts, hence it is not included in 2019/20 Core Spending Power calculations. This resource can be carried forward in the 2018/19 accounts and will be used to support the 2019/20 budget.

Unringfenced Government Grants

- 8.20 As part of the LGFS, the Government published the following funding allocations.

Business Rates Top Up

- 8.21 Business Rates top up grant for 2019/20 is £40.653m, some £7.322m less than the equivalent figure for 2018/19 which reflects the Government's planned and ongoing reductions in funding support for the Local Government sector. Business Rates Top Up grant funding for 2020/21 and future years reflect the move from 100% to 75% Business Rates Retention (as per the detail in Section 3 of this report) and therefore shows an anticipated increase in top up grant whilst Business Rates income falls.

Grants in Lieu of Business Rates

- 8.22 Grants in lieu of Business Rates represent compensation for historic Government policy announcements and events that have the impact of reducing the amount of Business Rates revenue it is possible to collect. These grants are effectively a substitute for Retained Business Rates income. Grant compensation has arisen from policy announcements that have included:

- Caps on increases in the Business Rates multiplier for 2014/15, 2015/16 and post 2018/19;
- The doubling of small business rates relief and threshold changes for 2019/20;
- The cost of providing the recently announced retail discount; and
- Other small reliefs for discretionary schemes and supporting small businesses.

The compound effect of these changes coupled with the impact of appeals means the calculation of Grants in Lieu of Business Rates has become incredibly complex.

- 8.23 The forecast Grants in Lieu of Business Rates for 2019/20 is at a value of £10.503m. This has changed from the previous forecast of £7.714m as a result of a revision to the estimate for Retained Business Rates which informed the submission to Government of the NNDR1 (and subsequent delegated decision as explained at 3.23). Therefore the Grants in Lieu of Business Rates increase is mostly offset by a corresponding reduction in the Councils Retained Business Rates income.

Revenue Support Grant and Public Health Grant

- 8.24 As part of the arrangements for participating in the GM 100% Business Rates Retention Pilot Scheme, the Council no longer receives separate funding allocations for Revenue Support Grant and Public Health Grant. Furthermore, the ringfence that normally applies to Public Health Grant funding has been removed. This funding has been replaced by a higher level of retained business rates and top up grant. The equivalent level of funding rolled into the 100% Rates Retention Pilot Scheme in 2019/20 is Revenue Support Grant of £16.701m and Public Health Grant of £16.445m.

Improved Better Care Fund Grant

- 8.25 The LGFS confirmed the iBCF allocations published as part of the 2015 settlement at a value of £8.150m for 2019/20. The Provisional LGFS also confirmed the additional funding for 2019/20 which was announced in the Spring Budget 2017 at a value of £1.586m. The full detail of the grant and the proposed spending plans are detailed earlier in this report in paragraphs 3.57 to 3.60.

Independent Living Fund (ILF) Grant

- 8.26 The Council took over responsibility from Government for the functions associated with the former Independent Living Fund during 2015. Independent Living Fund Grant payments were again confirmed as the figures in the multi-year allocations published at the beginning of the 2016/17 financial year. These figures are included in the Council's budget estimates and are £2.580m for 2019/20 and £2.500m for 2020/21. This funding has been passported in full to the service as approved as part of the 2016/17 budget process.

2019/20 Winter Pressures Grant

- 8.27 The LGFS confirmed the Winter Pressures Grant announced in the Autumn Budget which provides an additional £240m nationally in 2019/20 for adult social care to help Councils alleviate winter pressures on the NHS. The Council has had its previously notified allocation confirmed at a value of £1.122m in the form of a grant and its use must be agreed with NHS partners and reported to the Department for Health and Social Care.

2019/20 Social Care Support Grant

- 8.28 The LGFS also confirmed a further £410m nationally in 2019/20 for adults and children's social care in the form of an unringfenced Social Care Support Grant. This grant has been provided in response to Councils concerns with regard to pressure on adult and children's social care services and the expectation is that Councils will use the funding to meet those pressures. The Council has had its previously notified allocation confirmed at a value of £1.917m and will be used to support Children's Social Care spending pressures.

2019/20 Brexit Preparations Grant

- 8.29 On 28 January 2019, the Secretary of State for the Ministry of Housing, Communities and Local Government advised that funding to support Brexit preparations would be made available. It is anticipated that Oldham will receive funding at a value of £0.105m in 2019/20. This funding has yet to be formally notified to Councils and as it has been provided to offset expected additional costs in preparation for exit / contingency planning. It has been assumed that if funding is confirmed it will have a neutral impact on the 2019/20 budget reduction requirement.

Housing Benefit Administration Grant

- 8.30 The Government will continue the payment of this unringfenced grant which compensates Local Authorities for the administration of the Housing Benefit system. The Department for Work and Pensions has given notification that the grant will be £0.759m for 2019/20.

Council Tax Administration Grant

- 8.31 The Government provides an unringfenced grant which compensates Local Authorities for the administration of the Council Tax system. The MHCLG has given notification that the grant will be £0.362m for 2019/20.

New Homes Bonus Grant

- 8.32 The 2019/20 Local Government Finance Settlement Technical Consultation Paper issued in July 2018 proposed amendments to the New Homes Bonus Grant through an adjustment to the variable baseline growth element of the grant. The Secretary of State, following consultation feedback, has decided not to implement the proposed adjustment resulting in no change to the calculation methodology. For 2019/20 Oldham Council will receive a New Homes Bonus Grant allocation of £0.961m which is £0.064m less than previously anticipated due to lower than expected house building in 2018/19.

Department for Work and Pensions (DWP) – New Burdens Grant

- 8.33 The Department for Work and Pensions (DWP) provides funding allocations to support the implementation of new incentives in relation to the administration of benefits. The DWP has given notification the grant for 2019/20 will be at a value of £0.104m.

DWP - Implementation of Universal Credit Grant

- 8.34 The Department for Work and Pensions (DWP) also provides funding allocations to support the implementation of Universal Credit. The DWP has advised that for 2019/20 Oldham will receiving an allocation of £0.068m to support residents moving from Housing Benefits to Universal Credit. This allocation is £0.155m lower than in 2018/19. Although an unringfenced grant it had been passported through to support service provision. In line with the fall in the grant received, service expenditure matched to the grant will therefore be reduced by £0.155m.

Homelessness Grants

- 8.35 Homelessness Grants for which funding has been notified currently total £0.256m consisting of £0.194m Flexible Homelessness Support Grant and £0.062m Homelessness New Burdens Grant. These grants are passported to the service.

Lead Local Flood Authority Grant

- 8.36 The Council, as a Lead Local Flood Authority also receives a grant from the MHCLG and on 13 June 2017 received confirmation of 2017/18 allocations and provisional funding allocations up to the 2019/20 financial year. The estimates in the MTFs assume funding as per this provisional funding allocations at a value of £0.012m in 2019/20.

Ringfenced Grants

8.37 The estimates underpinning the Council's MTFs are based on ringfenced grants being allocated to fulfil their intended purpose. Such grants include Housing Benefit Subsidy and Dedicated Schools Grant. Ringfenced grant assumptions are based on the allocations that have been notified by the funding body or the best estimates available. It is important to note that any spending above the ringfenced grant level can impact on the Council's financial position. It is essential that services funded by ringfenced resources are managed with the same level of challenge and scrutiny as those funded by general resources.

Dedicated Schools Grant

8.38 The Dedicated Schools Grant is a ringfenced grant payable to Local Authorities by Government for the funding of schools. Over a number of years, the Government is changing the way it funds schools via the DSG from locally agreed arrangements towards a standard means of allocating resources. This is known as the National Funding Formula (NFF).

8.39 There is no requirement for Authorities to move further to the funding allocation methodology introduced by the NFF in 2018/19, however there is a requirement for the Local Authority to consult with schools on the DSG allocation methodology that will be applied.

8.40 The DSG is made up of 4 blocks of funding :

a) The **Schools** block covers funding for:

- Individual mainstream schools and academies
- Growth Funding for planned growth by the Local Authority (LA) in schools

b) The **High Needs** block covers funding for the education of pupils subject to Education, Health and Care Plans from age 0-25 in a range of provision including special schools, mainstream schools, alternative provision, independent specialist provision and Council centrally retained expenditure for High Needs. Funding for the High Needs block has over the past few years, not kept pace with demand.

c) The **Early Years** block covers:

- Two Year old Funding
- Early Years Funding in Schools and Private, Voluntary and Independent provision
- Centrally retained expenditure for under 5's

d) The **Central Schools Services** block covers:

- Funding previously allocated through the retained duties element of the Education Services Grant (ESG) which has been discontinued from 2018/19
- Central school services which includes the expenditure related to Schools Forum, Premature Retirements, Admissions service, ICT for schools and School Improvement
- School Licenses
- Statutory and Regulatory duties

-
- 8.41 Each of the 4 blocks is determined by a separate National Funding Formula which calculates the funding due to Local Authorities. The Department for Education (DfE) calculated the funding that Local Authorities will receive for the Schools Block as if the National Funding Formula had been applied. Yet, for 2019/20 and 2020/21 (a year later than originally announced) it remains the role of the Local Authority to determine the funding to schools and academies via their Local Funding Formula for the Schools Block.
- 8.42 The former Secretary of State for Education announced, in July 2017, the Schools and High Needs funding formula to Local Authorities would be supported by an additional £1.3bn of funding by 2019/20 (£416m in 2018/19 and £884m in 2019/20). Of this sum, the notional amount for Oldham which was then considered available for schools and High Needs was an increase of £2.177m in 2019/20, which brought the anticipated level of overall DSG resources to £223.874m. This was based on 2017 pupil figures and was subject to update once the 2018 pupil figures were taken into account. The notional allocations did not include any amounts for the Early Years Block.
- 8.43 As there is a requirement to agree the funding formula with schools, consultation with schools and the Schools Forum was required. A budget paper, based on 2017 pupil numbers and a total funding allocation of £223.874m, was presented to Schools Forum on 28 November 2018. This suggested a funding allocation methodology for schools, which continued to use Oldham's existing funding formula but moved further to the proposed national formula but with a minimum funding guarantee of 0% (protecting schools from any losses on pupil led funding) but a cap on gains of 1.27%. Importantly it also proposed a 1% movement between the Schools and High Needs Blocks which Schools Forum was asked to approve.
- 8.44 This total 1% movement of funds between blocks was proposed as the outturn DSG position for 2018/19 was a projected deficit of £4.710m, mainly due to additional costs of funding from the High Needs block for Special Schools, the Pupil Referral Unit and additional children with statements in mainstream schools. Subsequently, the projected outturn deficit has reduced due to the notification on 17 December 2018 of £0.622m of additional High Needs funding, £0.105m of Business Rates adjustments and £0.018m Early Years Autumn Term adjustments which will all be used to partially offset the position to give a revised projected deficit of £3.965m. However, it still remains a cause for concern.
- 8.45 It is an important element of the financial management of the Authority that the DSG is not in a deficit position and there has been action to try to address this. However, this has been more than offset by the increasing numbers of children with special needs entering the schools system. Action taken includes;
- the revision of Council processes to ensure that education health plans are issued in a more timely manner and reviewed more frequently with regard to the needs of the child
 - changes to the process for placement of children out of borough
- 8.46 The funding formula proposed was approved by Schools Forum and provides a minimum funding level per pupil of £3,500 for primary and £4,800 for secondary schools. Also, for secondary schools the income deprivation affecting children index (IDACI) was included in the proposed funding formula at 10% NFF values (for the lowest two bands) together with a 1% transfer between the Schools Block and High Needs Block. The funding formula and 1% transfer between blocks was reported to and approved by Cabinet on 17 December 2018.

8.47 The Council received the final DSG notification for 2019/20 including an amount for the Early Years Block on 17 December 2018. The 2019/20 DSG for Oldham is at a total value of £245.086m, which includes additional funding of £1.551m for the Schools Block. The total allocation is analysed over the four funding blocks including comparisons to the indicative allocations in the table below:

Table 12 – Dedicated School Grant 2019/20

	Schools block £000	Central school services block £000	High needs block £000	Early years block £000	Total DSG allocation 2019/20 £000
2019/20 Indicative Allocation	188,937	2,984	31,952	0	223,874
2019/20 Actual Allocation	190,488	2,999	32,839	18,760	245,086
Variance	1,551	15	887	18,760	21,212

8.48 Also on 17 December the Secretary of State for Education announced additional funding of £250m over 2 years for the High Needs Block to address the national pressure on High Needs spending and in response to representations made by the Local Government and Schools sectors. As referred to above, this included an allocation for Oldham of £0.622m in each of 2018/19 and 2019/20. The allocation for 2019/20 is included in the above figures. The Secretary of State also advised that Authorities, where movements between the Schools and High Needs blocks had already been agreed for 2019/20, may wish to reconsider their funding arrangements.

8.49 In this regard, given the current level of the DSG deficit and that that this will inevitably increase without remedial action, the Council still considers that a movement between blocks is necessary. The recommended approach was approved at the meeting of Schools Forum on 17 January 2019 and is a slight reduction in the movement between the Schools and High Needs blocks from 1% to 0.84% combined with a different approach to the funding available to schools via the formula. Schools Forum on 17 January 2019 also agreed to support the Early Help initiative with £0.350m from the DSG in 2019/20.

8.50 The Schools Forum meeting received information on the updated funding allocation together with the proposed DSG budget for 2019/20. Schools Forum was advised that the additional resources would allow a minimum funding guarantee (MFG) of an increase of 0.1% over 2018/19 pupil led funding with a cap on increases at 1.37%. It was also advised that individual school budgets include funding for non-pupil led funding i.e. Lump Sum, premises, Private Finance Initiative and split site costs, and these factors do not receive a 0.1% MFG increase. Therefore the percentage change in school budgets between 2018/19 and 2019/20 may not fully equate to 0.1% increase in all instances.

8.51 In total therefore after allowing for the 0.84% movement of £1.594m the revised Schools Block is £188.894m and the revised High Needs Block is £34.433m.

8.52 Work will be continuing during the remainder of 2018/19 and throughout 2019/20 to address the DSG deficit position building on the work already in train, with the development of a detailed DSG recovery plan in consultation with Schools Forum. However, the Council has advised Schools Forum that if insufficient progress is made in taking forward such a plan then it will, with effect from September 2019, the start of the next academic year:

- Reduce top up funding given to mainstream schools with pupils with education health and care plans
- Reduce top up funding given to special schools
- Introduce new funding arrangements for over capacity over occupancy (over capacity) funding for Special Schools

8.53 It is important to note that the DfE has recently consulted on the implementation of new arrangements for reporting deficits of the DSG. The consultation document suggested that a report will be required from all Local Authorities that have an overall cumulative DSG deficit of 1% or more at the end of 2018/19. The recovery plan should look to bring the overall DSG into balance within a maximum of three years. Given the current position, Oldham will be required to submit such a report to the DfE and the action proposed within the report should ensure DfE requirements are satisfied.

Housing Benefit Subsidy Grant

8.54 The Council receives Housing Benefit Subsidy Grant funding from the Department for Work and Pensions (DWP). Allocations are determined on the submission of a Local Authority's initial estimate for its anticipated levels of rent allowances and rent rebates within a financial year. A revised estimate takes place mid-year. In addition to these estimates the DWP also allocates an amount for the administration of the scheme which is based on the number of new housing benefit claims and overall caseload. This is presented at paragraph 8.30 of the report.

8.55 In 2018/19 the Council is currently forecasting £56.7m of funding for Housing Benefit from the DWP. This allocation is likely to be reduced in 2019/20 as Housing Benefit caseloads fall as a direct result of the transition to Universal Credit. The recent announcements in regard to the delayed rollout of Universal Credit nationally does not impact on Oldham as it was in the first phase of rollout Authorities. The estimated 2019/20 position will be captured following the Council's submission of updated information in accordance with the statutory deadline of 1 March 2019.

Discretionary Housing Payments (DHP)

8.56 On 11 February 2019 the Council received notification of the Governments DHP allocations for 2019/20. Oldham will receive an amount of £0.638m which is £0.016m lower than the amount received for the 2018/19 financial year (£0.654m). When received, this will be treated as a ringfenced grant as Authorities are required to provide a statement of grant usage and to return any unspent DHP allocation to the Government at the end of each financial year.

9 Locally Generated Income

9.1 As Government grant funding continues to diminish, locally generated income from Council Tax and Business Rates is providing an increasing proportion of funding for Council services.

Retained Business Rates

9.2 Included within Section 3 of the report is an explanation of the Business Rates system as applicable at present. Section 3 also explains the operation of both the GM 100% Business Rates Retention Pilot Scheme and Business Rates Pooling arrangements for 2019/20. From the figures presented in Section 8, it is also clear that the Government has implemented many policy changes since Business Rates Retention was introduced in 2013 that have resulted in a reduction to the amount of Business Rates revenue it is possible to collect. The Government has assured Councils that such policy announcements will continue to be fiscally neutral with Councils being provided with grant compensation in lieu of Business Rates revenue. It has also provided specific assurances to areas like Greater Manchester to ensure the region is no worse off as a result of piloting 100% Business Rates Retention.

9.3 The 100% Business Rates Retention pilot scheme so far is proving to be a success and is generating additional gains for both Oldham, other participating Districts and the GMCA. The forecasts included in this report show a benefit to Oldham of participating in the pilot scheme of some £1.718m (£0.500m from 2017/18 and £1.218m from 2018/19) which will be carried forward from 2018/19 to support the 2019/20 budget. Although Business Rates revenue growth remains uncertain, it is hoped similar gains will be available in the final year of the pilot scheme.

9.4 As a result, the Council's share of business rate revenues are projected to be £50.826m for 2019/20. This estimate has been revised downwards from £53.468 however this reduction is mostly offset by an increase in the Grants in Lieu of Business Rates as explained in paragraphs 8.22 and 8.23.

Council Tax Tax Base

9.5 Council Tax is the largest single revenue stream that is used to support the Council's revenue budget. Council Tax and Adult Social Care Precept income changes each year due to changes in the tax base (increase/decrease in chargeable Band D equivalent properties), fluctuations in collection rates and the Council's annual decisions on the level of the tax.

9.6 Each year the Council is required to review its Tax Base by considering the:

- numbers of properties within the boundary of the borough which determines the number of Band D equivalent properties upon which the Council Tax calculations are based; and
- anticipated level of Council Tax that will be collected known as the Collection Rate.

9.7 On 17 December 2018 Cabinet considered and approved the calculation of the Council Tax tax base for 2019/20. The approved tax base has increased by 1,027 from 55,666 to 56,693. The tax base calculations are summarised in **Appendix 8**.

9.8 The tax base beyond 2019/20 is estimated to increase by around 400 Band D equivalent properties per annum to 2023/24 resulting from the building of new properties, fewer

households claiming Council Tax Reduction support and empty properties being brought back into use.

Council Tax Reduction Scheme

- 9.9 The Council Tax Reduction (CTR) Scheme for 2019/20 is presented elsewhere on the agenda. The scheme itself has remained unchanged in recent years. In April 2017, Universal Credit Full Service commenced its roll out in Oldham. A wider understanding of the impact of this roll out has now presented the Council with an opportunity to reconsider its CTR scheme for 2019/20.
- 9.10 Proposals to change the CTR scheme have been consulted upon and include the continuation of limiting support to a maximum of 85% of Council Tax of a Band A property, the disregard of Bereavement Support Allowance, Post Graduate Master's Degree Loan and Special Support payments in the assessment of CTR, the introduction of support for UC/CTR claimants including earnings disregards, use of DWP information as an intention to claim and incorporation of housing costs in the UC maximum award. On the basis that the proposed scheme is approved it will reduce the level of Council Tax income available to support the budget. However, the estimated impact has been considered alongside the proposal to increase the level of charges on empty properties set out below and the agreed taxbase.

General Increase in Council Tax

- 9.11 Within the 2019/20 Provisional LGFS, the Government confirmed the referendum limit for general Council Tax at a maximum increase of 3% for 2019/20 in line with current inflation rates as measured by the Consumer Price Index. This is 1% above previous levels and therefore allows the Council the option of introducing a general Council Tax increase of up to 2.99% without triggering a referendum.
- 9.12 The Council Tax policy is for a general Council Tax increase of 1.99% and there is no proposed change to this. The total 2019/20 Council Tax generated following this increase will be at a value of £85.399m.

Council Tax Empty Property Premium

- 9.13 The Council currently applies a Council Tax Empty Property Premium of 50% for properties empty and unfurnished for over two years. This policy was introduced from 1 April 2013 to encourage owners of empty properties to bring properties back into use and to help mitigate the impact of reduced Central Government funding. However, the Government announced in the Spring 2017 budget, that from 1 April 2019 Local Authorities would be given discretion to increase the Council Tax Empty Property Premium to a maximum of 100%, with the ability from 1 April 2020 to introduce additional premiums for properties empty and unfurnished for over five years and over ten years. This legislation in the form of the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 received Royal Assent on 1 November 2018.

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- 9.14 The legislation means that for properties empty between 5 years and 10 years a maximum premium of 200% can be applied. If a property is empty and unfurnished for over 10 years a premium of 300% can be applied. If the Council were to introduce the maximum allowance premiums from 1 April 2020 the position would be as set out below:

Table 13 – Council Tax Empty Property Premium

Length of Time Vacant	Premium %
Less than 5 years	100
Between 5 years and 10 years	200
Over 10 years	300

- 9.15 Initially the Council intends to increase the empty property premium from 50% to the maximum 100% allowed from 1 April 2019. The impact of increasing the premium will be monitored throughout the 2019/20 financial year and increased income will support changes in the CTR scheme as set out above. Due consideration will be given prior to introducing the additional premiums from 1 April 2020 in line with the legislation.

Adult Social Care Precept

- 9.16 The revenue raised from the Adult Social Care Precept (ASCP) must be ringfenced to support the increased costs of Adult Social Care, in part caused by Government sanctioned increases in the National Living Wage and the consequent impact on the cost for provision of care. The Government's calculation of CSP assumes this precept is levied by Oldham and by all Councils. It is proposed that the precept, which has to be highlighted separately on the face of the Council Tax bill, will be levied by the Council at a 2% increase. This will generate an additional £1.771m Council Tax income for 2019/20 in addition to that generated from the precept in 2016/17, 2017/18 and 2018/19.
- 9.17 To ensure that Councils are using income from the precept for Adult Social Care, Councils are required to publish a description of their plans, including changing levels of spend on Adult Social Care and other services which requires sign off from the Council's Chief Finance Officer (The Director of Finance).
- 9.18 Although Government has only indicated that the Adult Social Care Precept will continue to 2019/20, the MTFs assumes it will continue beyond the current spending review period which ends in 2019/20.

Increased level of Council Tax income

- 9.19 The proposals set out in this report assume that a 1.99% general increase to Council Tax is applied for 2019/20. Together with the proposed increase in the Adult Social Care Precept detailed in paragraph 9.16, this represents an overall increase in Council Tax of 3.99% for Oldham Council services. Oldham Council Band D Council Tax for 2019/20 will therefore be £1,624.36 of which £118.02 relates to the Adult Social Care Precept.
- 9.20 Compared to figures presented in the 2018/19 budget report, the proposed increases and revised Tax Base will generate additional Council Tax of £0.974m and Adult Social Care Precept of £0.089m. The budget gap estimates have been updated to reflect the increase of income in General Council Tax and the Adult Social Care Precept. The Adult Social Care Precept increased income will be passported direct to Adult Social Care services.
- 9.21 Members are reminded that the Council is required to calculate its Relevant Basic Amount (RBA) of Council Tax to determine whether there is a requirement to hold a referendum about a Council Tax increase above a level that the Government considers excessive.
- 9.22 This “excessiveness” is determined annually and for 2019/20 was detailed in ‘The Referendums Relating to Council Tax Increases (Principles) (England) Report 2019/20’ which was published as part of the Final LGFS. For 2019/20, the RBA consists of an increase in the RBA of Council Tax comprising a maximum of 3% for general Council Tax plus an element for the Adult Social Care Precept (6% less 2017/18 ASCP increase less 2018/19 ASCP).
- 9.23 As part of the 2017/18 LGFS, the Government allowed Councils to raise an ASCP of up to 6% over a three year period to 2019/20. The precept was permitted to increase by a maximum of 3% in 2017/18 with a further 3% in 2018/19 provided there was no further increase in 2019/20. To help reduce the impact on residents, Oldham Council chose to charge the precept but at an increase of 2% in 2017/18 with a further increase of 2% in 2018/19 and 2019/20.
- 9.24 This means that locally for Oldham the 2019/20 maximum Council Tax increase available is 5% (comprising a maximum 2% for the Adult Social Care Precept and 3% for other services). Any increase below 5% would not therefore be classed as excessive and as such the recommended increase of 3.99% would not trigger a referendum. Members are therefore reminded that Council Tax could be increased by a further 1% above the agreed policy and still remain within the referendum limits.

Parish Precepts

- 9.25 Parish Precept income is collected by the Council on behalf of the Saddleworth and Shaw and Crompton Parish Councils. These precepts are included on the Council Tax bills of properties falling within these parish areas. The revenue collected is for the benefit of each parish and thus has no impact on the financial projections presented in this report. The revised 2019/20 Parish Precepts and the 2019/20 growth in the tax base for both parishes produces an increase of £0.014m as shown in paragraph 7.37 which increases the total parish precepts to a value of £0.278m.

2018/19 Collection Fund Forecast Outturn Position

- 9.26 The Collection Fund is a statutory fund separate from the General Fund of the Council and the Collection Fund forecast outturn projection is presented as part of the revenue monitoring reports considered by Cabinet throughout the year. The Local Government Finance Act 1992 (as amended) requires that the Council as the Billing Authority calculates a Collection Fund estimate on 15 January each year. This may produce a Council Tax and/or Business Rates surplus or deficit which can then be distributed to the Council and the GMCA for the Mayoral Police and Crime Commissioner Precept and the Mayoral General Precept (including Fire Services).
- 9.27 At 15 January 2019, the Collection Fund forecast position for both Council Tax and Business Rates for 2018/19 was an overall surplus of £2.612m. Of this sum the GMCA share was £0.343m and it was duly notified in accordance with the statutory deadline. This then enabled the Council to take its share at a value of £2.269m to support the 2019/20 revenue budget.

10 Other Income Sources

Fees and Charges

- 10.1 The provision of many Council services relies on the collection of revenue from fees and charges. Specific proposals in relation to fees and charges are set out in Section 15 of this report.

Flexible use of Capital Receipts

- 10.2 As part of the Local Government Finance Settlement (LGFS) in March 2016, the Secretary of State for Housing, Communities and Local Government provided Local Authorities with the opportunity to use capital receipts to fund the revenue costs of transformation. This flexibility was then extended to 2021/22 as part of the 2018/19 LGFS. The Council intends to use up to £3m of capital receipts to fund elements of Oldham's transformational agenda in line with the directive guidance and therefore in 2019/20 the first £3m of unfettered receipts will be used to support the revenue budget via the financing of transformational projects.
- 10.3 The flexible use of capital receipts is designed to offset the revenue cost of transformational projects which are expected to deliver future ongoing revenue savings for either the Council or other public sector delivery partners.
- 10.4 In order to take advantage of the change of use to capital receipts, the Council must act in accordance with the statutory guidance issued by the Secretary of State. This guidance requires the Council to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy. The Council's Flexible Use of Capital Receipts Strategy is included in the Capital Strategy presented elsewhere on the agenda.

GMCA Resources

- 10.5 On 15 February 2019 the GMCA approved the Mayoral General Budget and Precept for 2019/20. This included the payment of grants to the Greater Manchester districts to offset additional one off Transport Levy costs. For the 2019/20 financial year Oldham will receive a grant of £0.693m to support an equivalent increase in the Transport Levy to fund Bus Reform as detailed in paragraph 7.18. This grant arrangement is required as Mayoral powers are not yet in place to facilitate the funding of Bus Reform via a Mayoral Precept.
- 10.6 On 15 February 2019, the GMCA considered and approved a report which set out its 2018/19 forecast revenue position. This report advised that following a review of the level of resources available from the piloting of Business Rates Retention, £25m of accumulated reserves could be released to the 10 GM District Councils. Oldham will receive a share of these funds in 2018/19 at a value of £1.825m. This will be carried forward as a reserve from 2018/19 and used to support the 2019/20 revenue budget.

11 Revised Budget Gap Forecast

- 11.1 Since the 2018/19 budget was set on 28 February 2018, a number of developments have meant it is necessary to adjust future years base budget estimates and revisit a number of expenditure pressure calculations.
- 11.2 Bringing together all of the assumptions and information set out earlier in this report the budget gap for 2019/20, presented to Council on 28 February 2018 at £17.986m has increased by £3.930m to £21.916m.
- 11.3 The impact of revisions to assumptions for the period 2019/20 to 2020/21, compared to the position reported on 28 February 2018 is presented in Table 14 below and is summarised in the following paragraphs.

Table 14 – Change to Budget Gap since 28 February 2018

Estimated revenue position 2019/20 to 2020/21	2019/20 £000	2020/21 £000
Budget Reduction Requirement as at 28/02/2018	17,986	7,817
Reversal of indicative future years savings submitted 2018/19	3,231	3,846
Reversal of Approved Use of Reserves 2016/17	250	
Revised total after 'roll-forward' adjustments	21,467	11,663
Adverse changes to estimates		
Government and other external agencies		
Grants in lieu of Business Rates	928	
DWP Grants	37	172
Homelessness Support	194	
New Homes Bonus Grant	64	
GMCA Levy - Waste Disposal Element	157	
Environment Agency Levy	2	2
Demand and other pressures		
Children's Social Care - Additional Demand	4,586	(989)
Early Help	750	(750)
New Business Developments	1,534	200
Adult Social Care Precept - Tax Base Growth	33	
Pension Contributions		1,000
Favourable changes to estimates		
Investment Fund (Debt Charges)	(1,500)	1,500
Pay and Price Inflation	(726)	(1,508)
GMCA Levy - Transport Element	(71)	(603)
Business Rates Recalculation	(359)	(204)
Revised Business Rates Top Up Grant	(9)	2,387
Revision to Council Tax Tax Base Growth Estimates	(963)	(169)
Adult Social Care Precept - Tax Base Growth	(33)	
Housing Benefit Admin Grant	(367)	(236)
Council Tax Admin Grant	(4)	
Homelessness	(194)	
Mayoral Grant	(693)	693
Lead Local Flood Authority Grant		(12)
Development Fund	(1,000)	
Revised Gap / Budget Reduction Requirement	23,833	13,146
Government Resources Payable in 2019/20		
2019/20 Winter Pressures Expenditure	1,122	
2019/20 Winter Pressures Grant	(1,122)	
2019/20 Social Care Support Grant	(1,917)	1,917
2019/20 Brexit Preparation Expenditure	105	
2019/20 Brexit Preparation Grant	(105)	
Revised Gap / Budget Reduction Requirement	21,916	15,063

Reversal of Future Years Indicative Budget Reduction Proposals

- 11.4 Members will recall that the Revenue Budget 2018/19 and Medium Term Financial Strategy 2019/20 to 2021/22 presented to Council on 28 February 2018 included £3.231m of Indicative Budget Reduction Proposals for 2019/20 with a further £3.846m for 2020/21. As detailed plans for the delivery of the savings had yet to be developed these proposals have been removed from the revised estimates. This provided the opportunity to reconsider the feasibility of these proposals and if appropriate they have been resubmitted as new budget reduction proposals for 2019/20.

Adverse Changes to Estimates

Government and other external agencies

Grants in lieu of business rates

- 11.5 Members will recall that on 20 March 2018 the Secretary of State announced that an “historic error” had been found in the way that Section 31 grants had been calculated for all 100% Rates Retention pilot scheme areas. As a consequence, the calculation of payments made to all Local Authorities piloting 100% business rates retention were adjusted. For Oldham, this resulted in a reduction in grant of £0.928m which had to be made good by reserves in year. This has therefore to be addressed as a budget pressure in 2019/20.

DWP Grants

- 11.6 The Council has received confirmation of grant levels from the DWP in relation to Universal Credit and New Burdens administration (detailed in Section 8 of this report). The net effect of changes in grant increase the budget reduction requirement in 2019/20 by £0.037m with an additional expected reduction of £0.172m in 2020/21.

Homelessness Support

- 11.7 The Council was notified of a 2019/20 Flexible Homelessness Support Grant after the 2018/19 budget was approved at a value of £0.194m. It is assumed that this grant will be passported to services in 2019/20 (an adverse variance) however this is offset in full by the income included at paragraph 11.24.

New Homes Bonus

- 11.8 Following the 2018/19 introduction of baseline growth adjustments and lower than anticipated house building in 2018/19, it is now estimated that the Council will receive a reduced level of grant at a value of £0.961m in 2019/20. This is £0.064m lower than previous estimates.

GMCA Levy – Waste Disposal Element

- 11.9 As detailed in paragraph 7.17 the Council has been notified of an increase in the GMCA Levy – Waste Disposal Element at a value of £0.585m which is £0.157m higher than previous estimates. This increase will be met from one-off use of specific reserves in 2019/20.

Environment Agency Levy

- 11.10 The Council has been notified of a £0.002m increase in the Environment Agency levy over the previous estimated (cash standstill) level for 2019/20.

Demand and other pressures

Children's Social Care

- 11.11 As detailed in paragraph 7.7 Children's Social Care remains an area of considerable pressure. In 2019/20 the service requires funding of £4.586m more than the £0.025m already allowed for. The estimate for 2020/21 is a net reduction of £0.989m due to service efficiencies of £1.660m offset by the full year effect of staffing costs at a value of £0.671m.

Early Help Funding

- 11.12 Paragraph 7.25 provides detail of Early Help funding for 2019/20. To allow a full service review to take place, £0.750m has been included as a one year only budget allocation pending the agreement of revised delivery arrangements.

New Business Developments

- 11.13 As detailed in paragraph 7.35 there have been a number of new developments in year that have required additional resource and increased the budget reduction requirement. The total resource requirement of these new business developments is at a value of £1.534m for 2019/20 and £0.200m for 2020/21.

Adult Social Care Tax Base Growth

- 11.14 All funding raised in regard to the Adult Social Care Precept is passported direct to services and this additional £0.033m in 2019/20 reflects the improved Council Tax Base projections and the increase in revenues as detailed in paragraph 11.21.

Pension Contributions

- 11.15 As part of the Council's budget setting requirement In 2017/18, Council approved a budget reduction proposal of £1.000m derived in the main from making an upfront payment for all employer pension contributions for the current triennial pension period. 2019/20 is the final year of this triennial period and as such the approved proposal expires prior to the 2020/21 financial year. The Greater Manchester Pension Fund has yet to confirm whether it will offer similar terms for the next triennial period (2020/21 to 2022/23). Furthermore, it would be necessary to secure Member approval to enter into a continuation of the pre-payment arrangement. Consequently, it is necessary to reflect in the estimates a reversion to the previous 'pay monthly' arrangements that were in place prior to 2017/18. By 2020/21, it is estimated that the cost of reverting to these arrangements will be around £1.000m per annum.

Favourable Changes to Estimates

Investment Fund – Debt Charges

- 11.16 The budget estimates included an allocation of funding in 2019/20 to account for the ongoing revenue resource implications of the Capital Programme (entitled 'Investment Fund') at a value of £5.153m. Following the completion of the annual review of the Capital Programme, reported to the Capital Investment Programme Board (CIPB) and as a result of revisions to the profiling of major capital projects, the estimated required resource in relation to capital financing charges for 2019/20 can now be reduced by £1.500m.

Pay and Price Inflation

- 11.17 Revised NJC pay arrangements (detailed at paragraph 3.34) and the Councils commitment to the Living Wage Foundation Living Wage have led to an increased employee pay budget requirement which is within current estimates however the decision not to allocate contractual inflation to general supplies and services has led to a reduction in the budget gap at a value of £0.726m in 2019/20 and £1.508m in 2020/21.

GMCA Levy - Transport Element

- 11.18 The Transport element of the GMCA Levy for 2019/20 is detailed in paragraph 7.18 and the 2019/20 additional budget requirement following one off adjustments is a net increase of £0.251m. Previous assumptions were based on an annual 2% increase (£0.322m) and the revision allows the estimates to be reduced by a value of £0.071m in 2019/20. The 2020/21 adjustment reflects the reversal of the 2019/20 one off adjustments and returns the Transport Base Levy to a value of £16.076m.

Business Rates Recalculation and Grants in Lieu of Business Rates

- 11.19 Business Rates and Grants in Lieu of Business Rates have been recalculated in order to prepare and submit the NNDR 1 form to Central Government and hence the Business Rates Taxbase has been reset under delegated powers as explained at 3.23, 8.22 and 8.23. The net impact is that the Council is able to reduce the budget reduction requirement for 2019/20 by a value of £0.359m.

Revised Business Rates Top Up Grant

- 11.20 Revisions to the Government's calculations of Business Rates and the Business Rates Multiplier allowed for a small adjustment to the 2019/20 budget reduction requirement at a value of £0.009m. The estimates for 2020/21, as detailed at paragraph 8.21 contain a high level of uncertainty at this time and although the Government has announced that the austerity regime is coming to an end the estimates remain prudent and assume that Business Rates Top Up Grant will reduce at a similar level as over recent years. This results in an annual average decrease of approximately 7.5% and increase the 2020/21 budget reduction requirement by £2.387m.

Revision to Council Tax Tax Base Growth Estimates

- 11.21 As explained in Section 9 of the report, improved Council Tax Base projections will result in an increase in general Council Tax revenues of £0.963m in 2019/20, together with a further £0.033m Adult Social Care Precept (ASCP) passported to the service as detailed in paragraph 11.14.

Housing Benefit Administration Grant

- 11.22 Paragraph 8.30 details the Housing Benefit Administration Grant for 2019/20 which is £0.367m higher than previous estimates and reduces the forecast budget gap for 2019/20.

Council Tax Administration Grant

- 11.23 Paragraph 8.31 details the Council Tax Administration Grant for 2019/20 which is £0.004m higher than previous estimates and again reduces the forecast budget gap for 2019/20.

Homelessness

- 11.24 As per paragraph 8.35, the Council has been notified of a 2019/20 Flexible Homelessness Support Grant after the 2018/19 budget was approved at a value of £0.194m. It is assumed that this grant will be passported to the service in 2019/20.

Mayoral Grant

- 11.25 As detailed in paragraph 9.29 the Council is to receive a one off Mayoral grant in 2019/20 at a value of £0.693m.

Lead Local Flood Authority Grant

- 11.26 The Council, as a Lead Local Flood Authority also receives a grant from the MHCLG and on 13 June 2017 received confirmation of 2017/18 allocations and provisional funding allocations up to the 2019/20 financial year. The estimates in the MTFs assume funding as per this provisional funding allocations at a value of £0.012m in 2019/20 and also assume continuation into future financial years (previous estimates did not assume continuation after 2019/20).

Development Fund

- 11.27 A funding allocation of £1.000m was previously included in the budget estimates to facilitate the funding of business developments which may be identified subsequent to or during the budget process. Following the identification and agreement to fund such pressures this has been realigned to support the new business developments identified at paragraph 11.13.

Government Resources

2019/20 Winter Pressures Grant

- 11.28 Paragraph 3.63 of this report provides detail on the 2019/20 Winter Pressures Grant which was introduced in the 2018 Autumn Budget and confirmed within the 2019/20 LGFS. The Council will receive £1.122m of grant for 2019/20, which in line with the grant conditions will be passported direct to Health and Adult Social Care Community Services.

2019/20 Social Care Support Grant

- 11.29 Paragraph 3.64 of this report provides detail on the 2019/20 Social Care Support Grant which was also introduced in the 2018 Autumn Budget and confirmed within the 2019/20 LGFS. The Council will receive £1.917m of unringfenced grant for 2019/20. It will be used to contribute to the investment in Children's Services detailed in paragraph 7.7.

2019/20 Brexit Preparation Grant

- 11.30 As advised at 8.29, on 28 January 2019, the Secretary of State for the Ministry of Housing, Communities and Local Government advised that funding to support Brexit preparations would be made available. The Council expects to receive £0.105m in 2019/20 which is anticipated will be offset by a corresponding increase in expenditure.

Summary Position

- 11.31 The adjustments to estimates detailed in the paragraphs above revise the budget gap for 2019/20 and result in a change from £17.986m (approved by Council on 28 February 2018) to a revised amount of £21.916m (an increase of £3.930m).
- 11.32 An overall summary of the Council's revenue budget gap forecast for 2019/20 and 2020/21, including the adjustments detailed above, is presented at **Appendix 1**.

12 Budget Proposals

- 12.1 The approach used by the Administration for balancing the budget by completing an exercise for the period 2019/20 to 2021/22, followed on from the successful processes adopted in previous years. Using the well-established forum of Leadership Star Chamber there has been a review of the extent of financial pressures facing the Council and consideration given to budget reduction proposals to bridge the budget gap.
- 12.2 The budget has been reviewed by Portfolio area with proposals put forward for consideration. The Portfolio areas are as follows:
- Health and Adult Social Care Community Services
 - People and Place
 - Reform
 - Chief Executive
 - Corporate and Commercial Services (including Capital & Treasury)
- 12.3 Work has also been undertaken to prepare cross cutting budget proposals where possible. Member support for Portfolio specific and cross cutting proposals has been demonstrated by proformas bearing the signatures of the relevant Cabinet Member.
- 12.4 A total of 35 Budget Reduction Proposals (BR1's) at a cumulative 2019/20 value of £7.829m with an FTE impact of 24.88 are now recommended for approval. These can be seen in summary at **Appendix 2** and in detail at **Appendix 3**. The proposed budget reduction values by Portfolio are shown in the table below.

Table 15 – Summary of Proposed Budget Reductions

Portfolio	2019/20 £000	2019/20 FTE	2020/21 £000
Health and Adult Social Care Community Services	(82)	0	(13)
People and Place	(869)	(1.00)	(2,103)
Reform	(513)	(12.88)	(250)
Chief Executive	(75)	0	0
Corporate & Commercial Services (including Capital & Treasury)	(6,290)	(11.00)	(2,250)
Total Budget Reductions	(7,829)	(24.88)	(4,616)

12.5 Three proposals (over and above the 35 proposals in this report) were originally issued for consultation. However following review and consideration of initial comments, these three proposals were withdrawn;

- CCS-BR1-246: Cessation of the Employee Assistance Programme (£0.022m):- Consultation with the trades unions highlighted considerable concern in regard to the impact this proposal would have had on employees, particularly at a time when there is continued change across the Authority.
- PPL-BR1-206: Funding of Officer from S106 Contributions (£0.035m):- Further review of this proposal has led to concerns about its viability and it was therefore withdrawn.
- REF-BR1-224: Reduction in staffing resources at Chadderton and Limehurst Libraries (£0.007m):- Following consultation the negative impact on residents was deemed disproportionate to the level of proposed savings.

12.6 Cabinet has recommended that Council accepts all the proposals included in the BR1's presented alongside this report. Assuming approval, the effect on the budget gap is summarised in the following table:

Table 16 – Revised Position after Budget Reduction Proposals

Estimated revenue position 2019/20 to 2020/21	2019/20 £000	2020/21 £000
Revised Gap / Budget Reduction Requirement	21,916	15,063
Budget Reduction Proposals	(7,829)	(4,616)
Revised Gap / Budget Reduction Requirement	14,087	10,447

12.7 This shows that the revised gap after the acceptance of the 35 Budget Reductions is at a value of £14.087m for 2019/20 with an estimated gap of £10.447m for 2020/21.

Flexible Use of Capital Receipts

12.8 As detailed in Section 10 of the report, the Authority is intending to utilise the flexibility of financing transformational projects by capital receipts up to the value of £3.000m.

Collection Fund Surplus

12.9 As detailed in Paragraph 9.27 the Council will use a surplus on the Collection Fund of £2.269m as a one off resource to support the 2019/20 budget.

12.10 Having applied the Flexible use of Capital Receipts and the Collection Fund Surplus to the budget gap, the resources required to balance the 2019/20 budget reduce to £8.818m as shown below. However, as one-off measures they increase the 2020/21 budget gap:

Table 17 – Revised Position after Further Budget Measures

Estimated revenue position 2019/20 to 2020/21	2019/20 £000	2020/21 £000
Revised Gap after Budget Reduction Proposals	14,087	10,447
Flexible Use of Capital Receipts	(3,000)	3,000
Collection Fund Surplus	(2,269)	2,269
Revised Gap / Budget Reduction Requirement	8,818	15,716

13 Use of Reserves

13.1 It is proposed to balance the revenue budget for 2019/20 by utilising additional reserves at a value of £8.818m as follows (all of which will increase the savings requirement for 2020/21)

- £0.250m of reserves approved as part of the budget setting process in 2016/17.
- £1.825m of GMCA Returned Resources in relation to the 100% Business Rates Pilot Surplus (see paragraph 10.6).
- £0.978m of reserves relating to Business Rates Retention Reserve – National Levy Account – Funding Returned in 2018/19 (see paragraph 8.19).
- £0.500m of resources made available by the 2017/18 100% Business Rates Pilot (see paragraph 3.24).
- £1.218m of resources, the anticipated benefit of the 2018/19 100% Business Rates Pilot (see paragraph 3.24)
- £0.157m from the Waste Smoothing Reserve to reflect the increased 2019/20 GMCA Levy – Waste Disposal Element (see paragraph 7.17)
- £3.890m to be funded by a one off use of corporate reserves.

Table 18 – Use of Reserves

Estimated revenue position 2019/20 to 2020/21	2019/20 £000	2020/21 £000
Revised Gap / Budget Reduction Requirement	8,818	15,716
Approved Use of Reserves 2016/17	(250)	
GMCA Returned Resources - Business Rates Pilot Surplus	(1,825)	1,825
Business Rates Retention Reserve - National Levy Account 2018/19 Surplus	(978)	978
Business Rates 2017/18 Pilot Scheme Gain	(500)	500
Business Rates 2018/19 Pilot Scheme Gain	(1,218)	1,218
Business Rates 2019/20 Pilot Scheme Gain		(1,413)
Waste Smoothing Reserve	(157)	157
Revised Net Gap/Budget Requirement	3,890	18,981
Use of Corporate Reserves	(3,890)	3,890
Revised Net Gap/Budget Requirement	0	22,871

- 13.2 The following table summarises all the actions proposed to balance the 2019/20 budget using a combination of revisions to estimates of £2.366m, one-off Government resources at £1.917m, budget reductions totalling £7.829m, Capital Receipts at a value of £3.000m, and Collection Fund surpluses of £2.269m. In addition a range of reserves are to be used, £0.250m use of reserves agreed in 2016/17, GMCA Business Rates Pilot Scheme surplus at a value of £1.825m, £0.978m use of reserves from the 2018/19 National Levy Account surplus, reserves arising from Business Rates Pilot Scheme Gains (£0.500m from 2017/18 and £1.218m from 2018/19), £0.157m from the Waste Smoothing Reserve and the use of Corporate Reserves totalling £3.890m.

Table 19 – Revisions to Estimates, Budget Reductions and Use of Reserves

Revisions to Estimates / Budget Reductions / Use of Reserves	2019/20 £000
Budget Gap as at 28 February 2018	17,986
Reversal of indicative future years savings submitted 2018/19	3,231
Reversal of Approved Use of Reserves 2016/17	250
Revised Gap / Budget Reduction Requirement	21,467
Adjustments to Estimates	2,366
Revised Gap after adjustments to estimates	23,833
Government Resources Payable in 2019/20	(1,917)
Revised Gap / Budget Reduction Requirement	21,916
Budget Reduction proposals	(7,829)
Revised Gap after Budget Reduction Proposals	14,087
Flexible Use of Capital Receipts	(3,000)
Collection Fund Surplus	(2,269)
Revised Gap / Budget Reduction Requirement	8,818
Approved Use of Reserves 2016/17	(250)
GMCA Returned Resources - Business Rates Pilot Surplus	(1,825)
Business Rates Retention Reserve - National Levy Account 2018/19 Surplus	(978)
Business Rates 2017/18 Pilot Scheme Gain	(500)
Business Rates 2018/19 Pilot Scheme Gain	(1,218)
Waste Smoothing Reserve	(157)
Revised Gap after Use of Specific Reserves	3,890
Proposed use of Corporate Reserves 2019/20	(3,890)
Revised Gap / Budget Reduction Requirement	0

- 13.3 It is acknowledged that the 2019/20 revenue budget is underpinned by the deployment of reserves. However, there are sufficient reserves to support this contribution to balancing the 2019/20 budget and thereby protecting services for as long as possible without exposing the Council to undue financial risk.
- 13.4 This approach also provides additional time to develop strategies to address the cumulative budget gap for 2020/21 and future years which will be challenging as pressures on vital services such as Children's Social Care increase and Government funding continues to reduce.

14 Reserves and Balances

- 14.1 The forecast year-end earmarked reserves position presented below reflects the estimated closing balance for 2018/19 and hence the total reserves available for the financial year 2019/20. However, this is before the proposed use of reserves of £8.818m as highlighted at Table 18.

Table 20 – Reserves Position

Earmarked Reserves	2018/19 Opening Balance £000	2018/19 Estimated Closing Balance £000
Adverse Weather Reserve	(1,500)	(1,500)
Balancing Budget Reserve	(7,264)	(8,818)
Council Initiatives Reserve	(5,178)	(3,963)
Demand Changes Reserve	(2,000)	(2,000)
Directorate Reserves	(4,477)	(2,595)
District Executives Reserve	(735)	(735)
Emergency and External Events Reserve	(2,671)	(2,616)
Fiscal Mitigation Reserve	(17,158)	(5,558)
Insurance Reserve	(14,933)	(12,933)
Integrated Working Reserve	(4,333)	(3,067)
Levy Reserve	(560)	(403)
Life Cycle Costs Reserve	(6,611)	(6,611)
Regeneration Reserve	(3,580)	(5,646)
Taxation/Treasury Reserve	(625)	(625)
Transformation Reserve	(11,104)	(8,576)
Total	(82,729)	(65,646)

- 14.2 Although the estimated level of reserves at the end of 2018/19 is £65.646m, this will be reduced by resources to balance the 2019/20 budget of £8.818m. In addition the call down of some of these reserves is committed into future financial years and so they are not available for alternative uses. However the final 2018/19 position will not be determined until the accounts are closed and traditionally the outturn revenue position has been healthier than the in-year forecast.
- 14.3 Having regard to all relevant information, the level of General Fund balances required to support the 2019/20 budget has increased from £13.991m to £14.250m. Under Section 25 of the Local Government Act 2003, the Chief Finance Officer is required to prepare a statement on the adequacy of proposed financial reserves and the robustness of the budget estimates. The statement is included in a report elsewhere on the agenda. Members are reminded, therefore, that any budget proposals have been subject to a risk assessment undertaken by the Director of Finance.
- 14.4 Members will be aware that at the Overview and Scrutiny Performance and Value for Money Select Committee meeting of 13 December 2018 a report was presented which discussed the importance of financial resilience within Local Government. It should be noted that the level of reserves and balances anticipated to be available for 2019/20 is deemed sufficient to underpin the financial resilience requirements of the Authority.

15 Fees and Charges

- 15.1 Attached at **Appendix 4** is the proposed fees and charges schedule for the 2019/20 financial year. An element of the charges have been uplifted following discussions with the Heads of Service and Cabinet Members, however a number are proposed to remain at the same level as the 2018/19 financial year. The proposed value and percentage increase for 2019/20 where applicable for each charge is included within the Appendix.
- 15.2 At this stage where services have proposed to increase fees and charges, due to volatility, any increases generated will mostly be used to offset inflationary pressures within that service. In addition, the take up of services is unknown and therefore is a variable which cannot be quantified at this time. The income targets overall will be increased by a modest sum of £0.020m as outlined in the budget reduction proposal CCS-BR1-240: Fees and Charges Additional Income. This position will be monitored throughout the 2019/20 financial year so any pressures or surpluses will be noted and addressed for 2020/21.
- 15.3 As with previous years there are a number of exclusions to the schedule. The following services set their charges based on current legislation and market conditions – planning, markets, hoardings rental, leased out buildings, lifelong learning accreditation fees, adult care charges and Oldham Leisure services.
- 15.4 Areas for consideration for 2019/20 are:
- New charges for groups at the Music Centre, new wheeled bins and waste admin charges, non-legal wedding services and food safety.
 - Environmental services charges have been increased by the labour RPI rate of 3.4% as a basis. The additional charge for larger coffins has also been removed.
 - Room Hire charges for the Link Centre have been revised to reflect the changes to the centre.
 - Animal Licences legislation changed on 1st October 2018, therefore all charges have been revised in line with the new legislation.
 - Recycling increase – the charge for domestic waste has been increased by the 2.4% inflation rate but the additional charges for trade waste recycling have increased by 5%. Compared to alternative providers, the charge is still very competitive without being discouraging.
 - Taxi Vehicle and Drivers Licences – the cost of the licences are based on the number of licences issued and likely to be renewed. Charges have been increased to be above inflation with an average increase of 5%.
 - Private Hire licencing - as with the vehicle and drivers licences these are based on the number issued and likely to be renewed. Charges for 2019/20 will remain as the 2018/19 price.
 - Commercial Pest Control – there are a range of annual contracts for commercial premises all of which have had an increase above inflation at an average of 7%.
 - Legal Certificates – In line with set legislation, from April 2019 the birth, death, marriage and civil partnership certificates have a statutory charge of £11 and the same day certificate has a statutory charge of £35.
- 15.5 As usual, the fees and charges relating to educational establishments and schools e.g. lifelong learning, outdoor education, music, adult and child school meals and swimming will be reviewed in line with the academic year and any resulting changes will commence from September 2019. The changes for these areas included within the Appendix relate to charges from September 2019.

15.6 Members will recall that on 18 September 2017, as detailed in paragraph 4.19, the Income Strategy 2018/19 to 2021/22 was approved by Cabinet. Traded Services and other chargeable activities form part of this strategy with a Traded Services review underway looking at the following areas:

- the extent to which costs are recovered from fees and charges;
- which services are subject to income generation targets and to establish whether such targets are achievable and sustainable;
- the rationale behind specific tariff structures, charges and concessions and whether this remains appropriate; and
- whether alternative delivery models need to be considered in order to modernise service provision and fully recover costs through charging.

15.7 Included within the budget proposals is a budget reduction for 2019/20 which anticipates the benefit arising from the outcome of the Traded Services review.

15.8 The Overview and Scrutiny Performance and Value for Money Select Committee, at its meeting on 24 January 2019, specifically scrutinised in detail the proposed fees and charges schedules for the 2019/20 financial year and Members were content to commend the schedules to Cabinet without additional comment. Cabinet has also accepted the proposed fees and charges and as such commends them to Council

16 Pay Policy Statement

16.1 Included at **Appendix 5** is the Council's Pay Policy Statement. This Statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 to 43 of the Localism Act 2011, which requires approval of the Statement through full Council. The purpose of the statement is to provide transparency with regard to the Council's approach to setting the pay of its employees, with particular emphasis on the level of remuneration for our most senior staff.

17 Council Tax and Adult Social Care Precept Levels

17.1 Section 9 sets out Council Tax and the Adult Social Care Precept proposals for 2019/20.

17.2 It is recommended that a 1.99% general increase to Council Tax is applied for 2019/20 together with a 2% increase in the Adult Social Care Precept. This represents an overall increase of 3.99% in Council Tax for Oldham Council services.

17.3 Oldham Council Band D Council Tax for 2019/20 is therefore recommended to be £1,624.36 of which £118.02 relates to the Adult Social Care Precept.

Impact of Decisions of Precepting Authorities

- 17.4 Whilst the spending decisions of precepting Authorities do not affect the level of resources available to the Council, they do affect the amount of Council Tax that is charged to Oldham citizens. The major preceptor is the GMCA which precept for two components:

Mayoral Police and Crime Commissioner Precept

- 17.5 As detailed in paragraph 8.4, the GM Mayor as Police and Crime Commissioner, is able to propose an increase to the Police precept by up to £24 in 2019/20 (double the amount allowed in 2018/19). Following a period of consultation with residents, the Mayor proposed the Mayoral Police and Crime Commissioner Precept to the Police and Crime Panel on 31 January 2019. The proposal was to increase the precept by the full allowable £24 per household in 2019/20 to set an overall Band D precept of £198.30. The revised precept was formally considered and agreed at the GMCA budget setting meeting on 15 February 2019.

Mayoral General Precept (including Fire Services)

- 17.6 The Mayor proposed the Mayoral General Precept, to the GMCA, on 25 January 2019. The proposal was to set an overall Mayoral General Precept of £76.95 (Band D) comprising of £59.95 for functions previously covered by the Fire and Rescue Authority precept (no change) and £17.00 for other Mayoral General functions (an increase of £9.00 for 2019/20). GMCA formally approved the precept at the GMCA budget setting meeting on 15 February 2019.

Parish Precepts

- 17.7 On 28 January 2019, Saddleworth Parish Council agreed a 4.82% increase to its Council Tax to produce a Band D charge at a value of £21.76 (an increase of £1.00). Including an increase in the tax base to 8,627, this results in a total precept of £187,724. For 2019/20 the increase equates to £0.011m additional income.
- 17.8 On 11 February 2019, Shaw and Crompton Parish Council agreed a 1.97% increase to its Council Tax to produce a Band D charge at a value of £16.53 (an increase of £0.32). Including an increase in the tax base to 5,438, this results in a total precept of £89,890. For 2019/20 the increase equates to £0.003m additional income.
- 17.9 The total increased income for all Parish elements for 2019/20 will be £0.014m, generating a total Parish Precept of £0.278m.

Draw on Collection Fund

Council Tax

- 17.10 Taking account of the approved Council Tax Base of 56,693 for 2019/20 and the Council Tax and Adult Social Care Precept proposals set out in Section 9 of the report, the sums to be drawn from the Collection Fund for Council Tax in 2019/20 are:

Table 21 – Draw on the Collection Fund

Precepting Body	2019/20 £000
Oldham Council including Social Care Precept	92,090
Mayoral Police and Crime Commissioner Precept	11,242
Mayoral General Precept (including Fire Services)	4,363
Saddleworth Parish Council	188
Shaw & Crompton Parish Council	90
TOTAL	107,973
Less: contribution from Parish Taxpayers	(278)
TOTAL Draw on Collection Fund for Major Preceptors	107,695

- 17.11 The 2019/20 Band D Council Tax is clearly shown in the table below for Oldham Council services, major preceptors and Parish Councils.

Table 22 – Band D Council Tax

Council Tax Raising Body	2018/19 £	2019/20 £	Change %
Oldham Council	1,562.04	1,624.36	3.99%
Mayoral Police and Crime Commissioner Precept	174.30	198.30	13.77%
Mayoral General Precept (including Fire Services)	67.95	76.95	13.25%
TOTAL BAND D COUNCIL TAX	1,804.29	1,899.61	
Saddleworth Parish Council	20.76	21.76	4.82%
Shaw & Crompton Parish Council	16.21	16.53	1.97%

- 17.12 The Band D Council Tax for non-parished areas of Oldham including major precepts will therefore be £1,899.61.
- 17.13 The full proposed Council Tax levels and bandings are attached at **Appendix 9**

18 Overall 2019/20 Revenue Budget Strategy

18.1 The key elements of the 2019/20 revenue budget strategy are:

- The revised budget gap of £21.916m for 2019/20;
- The budget reduction proposals set out in Section 12 of the report;
- The approach to reserves and balances set out in Section 13 of the report; and
- Council Tax and Adult Social Care Precept levels set out in Section 17 of the report.

18.2 Having regard to the issues outlined at 18.1, the overall budget strategy for 2019/20 can be summarised as follows:

Table 23 – Overall Budget Strategy

Budget Strategy	2019/20	
	£000	£000
Directorate budget requirements	231,941	
Budget Reduction Proposals excluding use of reserves	(7,829)	
Budget for 2019/20 before use of reserves		224,112
<u>Less Government Funding</u>		
- Business Rates Top Up	(40,653)	
- Grants in Lieu of Business Rates	(10,503)	
- Improved Better Care Fund Grant - Settlement 2015	(8,150)	
- Improved Better Care Fund Grant - Spring Budget 2017	(1,586)	
- Independent Living Fund (ILF) Grant	(2,580)	
- 2019/20 Winter Pressures Grant	(1,122)	
- 2019/20 Social Care Support Grant	(1,917)	
- 2019/20 Brexit Preparation Grant	(105)	
- Housing Benefit Administration Grant	(759)	
- Council Tax Administration Grant	(362)	
- New Homes Bonus Grant	(961)	
- Department for Work and Pensions (DWP) - New Burdens Grant	(104)	
- DWP - Implementation of Universal Credit Grant	(68)	
- Flexible Homelessness Support Grant	(194)	
- Homelessness New Burdens Grant	(62)	
- Lead Local Flood Authority Grant	(12)	
		154,974
<u>Less</u>		
GMCA Grants		
- Mayoral Grant	(693)	
		154,281
<u>Less</u>		
Retained Business Rates	(50,826)	
Collection Fund Surplus	(2,269)	
Parish Precepts	(278)	
		100,908
<u>Add Precepts</u>		
Mayoral Police and Crime Commissioner Precept	11,242	
Mayoral General Precept (including Fire Services)	4,363	
Total Council Tax Required (A)		116,513
Current Council Tax, adjusted for Tax Base (B)		107,695
Difference (A-B)		8,818
This additional expenditure is being funded by resources from appropriations from earmarked reserves		

18.3 If the proposals in this report are approved, the revised revenue budget position for 2019/20 and 2021/22 would be as set out in detail at **Appendix 6** and the summary for 2019/20 to 2023/24 is set out at **Appendix 7**. This presents a balanced position for 2019/20, a budget gap of £22.871m for 2020/21, and budget gaps of £10.889m for 2021/22, £6.859m for 2022/23 and £4.160m for 2023/24.

18.4 Taking all the information in this report into account, the indicative 2019/20 net revenue budget by portfolio and directorate is presented at **Appendix 10**.

19 Budget Strategy and Medium Term Financial Planning for Future Years

19.1 As the Council prepares a Medium Term Financial Strategy spanning five financial years, currently 2019/20 to 2023/24, it requires continuous review as local, regional and national policies develop. In addition, existing financial challenges are subject to change and new issues emerge. Each new issue or change has an impact, sometimes on a one off basis, but more commonly, a multi-year effect. Estimates are prepared based on the best information currently available and after the 2019/20 budget has been finalised, the cycle of reviewing the budget reduction requirement for 2020/21 and future years will begin again.

19.2 It is anticipated that based on established working practices budget reduction proposals will be developed and brought forward for detailed review and scrutiny during 2019/20.

19.3 As the report highlights, there is a significant budget reduction target for 2020/21. Six budget reduction proposals totalling £4.616m have an impact on the financial position for 2020/21 leaving a balance of £22.871m to be addressed. As the 2020/21 financial planning cycle progresses, a key task will be to review these proposals to ensure that the suggested level of saving still remains deliverable. This budget reduction requirement in part reflects the use of reserves and other one off measures to balance the 2019/20 budget.

19.4 The overarching challenge in preparing a MTFS is that Central Government has only advised of guaranteed funding allocations on major funding streams until the end of 2019/20, in line with the submission by the Council of an Efficiency Plan in September 2016. This is disappointing but not unexpected and it does make it extremely difficult to confidently predict the budget reduction requirement for financial years beyond 2019/20. Estimates have therefore been prepared based on a number of assumptions as set out below.

Government Funding beyond the Current Spending Review period

19.5 The current four year Comprehensive Spending Review (CSR) period comes to an end in 2019/20. The Government has provided virtually no indication of the level of funding Local Authorities can expect to receive for 2020/21 and beyond. Recent announcements by the Chancellor advising that the austerity period was drawing to a close have given some hope that Local Government may start to receive additional resources or to have a reduced level of funding cuts. The LGFS has not demonstrated this to any great extent.

19.6 The period covered by the next CSR is unclear (three or four years), but its details will be issued before 2020/21 and this will include information about the funding envelope for the public sector as a whole and Local Government in particular. To date the only certainty is that there will be a:

- Move to 75% Business Rates retention nationally from 2020/21;
- Resetting of baselines from which Business Rates funding allocations will be determined; and
- Fair Funding Review which will examine the relative needs and allocation of resources between Authorities.

19.7 This clearly means that the development and provision of longer term financial forecasts is extremely challenging. Therefore whilst this report includes forecast budget reduction requirements of £22.871m for 2020/21, £10.889 for 2021/22, £6.859m for 2022/23 and £4.160m for 2023/24, Members must consider these forecasts as indicative only and should also note the Government has provided no information on:

- The future of Business Rates Top Up Grant and how this could be impacted by 75% Business Rates Retention or the fair funding review;
- Whether Grants in lieu of Business Rates will continue to be provided or rolled into Top Up grant which will likely increase funding for some Councils and reduce it for others;
- Whether major funding support for Adult Social Care in the form of Adult Social Care Precept and Improved Better Care Fund resources will continue beyond 2019/20;
- The continuation of the Social Care Grant which Government has provided to support either Adults or Children's Social Care, or if the national issues around the funding of Children's Social Care will be addressed
- Intent with regard to Council Tax, particularly in terms of the Adult Social Care Precept, future referendum criteria and longer term plans for reform.

19.8 The cessation of some of these funding streams and restrictions on the ability to raise revenue through local taxation could significantly worsen the projected budget reduction requirements for 2020/21 and future years.

19.9 Through the austerity programme, the Government has encouraged Councils to become financially self-sufficient through efficiency measures and local income generating initiatives. The estimates included in this report reflect a continuation of this approach, and so baseline funding levels and associated top up grant payments are assumed to continue to fall in line with reductions over recent years. However it is recognised that the CSR and changes to the Local Government finance regime could reset this position.

Impact of Brexit

19.10 Brexit is the most significant current national issue that could impact on the future level of resources available to Councils. Similarly there may be costs arising from Brexit. In addition to the small grant already notified it is expected that the Government will provide new burdens funding to support increased expenditure levels. However, it is impossible to factor the implications of Brexit into budget planning, albeit that the Council, as discussed below, will ensure that reserves are available to support any in-year changes to funding allocations or unexpected expenditure.

Other Challenges to Forecasting

19.11 Inflation and interest rates in particular will influence the level of cost pressure the Council will face in the medium term; something which is always challenging to deal with in an uncertain economic environment.

19.12 At the local level, Business Rates revenue continues to present specific forecasting challenges due to general volatility surrounding Business Rates income, the impact of appeals and changes in Government policy around Business Rates reliefs.

19.13 Estimates may require amending as a result of new legislation implemented across the period of the MTFs. In addition there may be legal challenge to current legislation that if successful could impact on the financial position of the authority, for example the recent appeal against an HMRC ruling on sleep in allowances.

Local Policies and Strategies

19.14 Despite the challenges, the Council has developed a range of medium term strategies (detailed in Section 4 of this report) which are designed to make a positive contribution to the Council's financial standing and support the Oldham Plan and Corporate Plan also set out in Section 4. These include the:

- Capital Strategy
- Treasury Management Strategy
- Income Strategy
- Commercial Property Investment Strategy
- Medium Term Property Strategy
- Procurement Policy
- Housing Strategy
- Get Oldham Working Initiative
- Oldham Work and Skills Strategy
- Education Provision Strategy
- Strategy for Children and Young People aged 0-25 with Special Educational Needs and Disabilities (SEND)
- Oldham Education and Skills Commission (OESC)
- People Strategy
- IT Strategy
- Climate Change Strategy
- Local Flood Risk Management Strategy

19.15 Alongside the above strategies, there are several key service developments which will inevitably impact on the Council's medium term budget strategy and associated financial planning. A summary of these developments is set out in the following paragraphs.

Town Centre Vision and Borough Wide Regeneration

19.16 The regeneration of Oldham town centre is a Council priority with a number of major schemes either having been completed or are currently in train. During 2018/19 the vision for the town centre was revisited and in 2019/20 work will be taken forward with the Oldham Museum of Arts / Archives (OMA) and the Tommyfield market as priorities. The finalisation of the town centre vision will determine specific projects, and the extent of the resources required.

19.17 There are also ambitious plans for the regeneration of the borough as a whole with a first phase of investment in Royton and projects in train at Hollinwood and Foxdenton.

19.18 The Council will work within the wider context of the Greater Manchester Strategic Investment Framework and other initiatives, such as One Public Estate to ensure that it is in an optimal position to obtain any available grant funding to support development in Oldham.

19.19 There is funding within the capital and revenue budgets to support the regeneration across the borough and the town centre. This investment will bring future benefits to Oldham through additional Business Rates and Council Tax revenue derived from economic and housing growth. Financial resource implications will be developed as plans progress and will be included in the MTFs as and when information is available.

Developing the Co-operative Agenda

- 19.20 Oldham has been a Co-operative Council since 2011 and the Council remains committed to delivering a co-operative future where everybody does their bit and everyone benefits. Delivering Co-operative services is one of the three aspects to the Oldham Model. The MTFs anticipates the ongoing development of this agenda representing a real commitment to change and will work closely with residents, partners and our wider communities to create a confident and ambitious borough.

Bids for External Funding

- 19.21 The Council will aim to maximise external funding for both revenue and capital projects to supplement investment by the Council in priority areas.

Future Operating Model

- 19.22 The developments set out above coupled with the enhancement of revised working arrangements between the Council and its strategic delivery partners will have implications for the structure of Council and the operating model the Council adopts to deliver services in the future. As well as being prompted by policy and service developments, continuing the transformation of the Council's operating model will be necessary to support the delivery of future savings requirements and a sustainable balanced budget position.

The Approach to Transformation and Identifying Budget Reductions

- 19.23 The significant financial challenge the Council is facing means that there will need to be an acceleration of the existing programme of transformation to deliver a sustainable balanced budget with a reduced reliance on one off measures. This transformation agenda will continue to focus on a number of key areas of the operating model.

Property and Assets

- 19.24 Developing the existing programme of work on the use of property and assets which is already planned to generate budget reductions in 2019/20 and future years will support service transformation. In particular this will take forward the approved Medium Term Property Strategy to maximise the benefit from the corporate estate by developing property disposal and procurement routes that will ensure the Council is able to shape and maintain a property portfolio that will support service delivery and contribute a sustainable income stream.
- 19.25 In addition the rationalisation of the Council's office accommodation will be enhanced. Where possible, co-locating staff with partners to maximise efficiencies and realise the potential of 'One Public Estate' for Oldham and Greater Manchester but also to drive forward integrated working across the public sector, building on the achievements made with Oldham Cares partners.

Joint Working and Integration

- 19.26 As advised earlier in the report, and linked to the property and assets issues above, good progress continues to be made with regard to Health & Social Care integration. Oldham Council and Oldham CCG are working under a joint leadership structure and together with other health partners are operating as Oldham Cares. There are ambitious plans for the improvement of the delivery of health and social care with structure implementation arrangements and this aims to ensure the future financial sustainability of the local health and social care economy.

-
- 19.27 Linked to the health and social care devolution agenda is the opportunity to develop closer working arrangements with other partners including other GM Authorities and the GMCA. The Council will look to build on the existing collaborative working arrangements and sharing of services as a means to deliver future financial and operational efficiencies. Locally a model of integrated delivery continues to be developed to complement health and social care integration in neighbourhoods, where closer working with police, housing providers, Voluntary, Community, Social, Faith and Enterprise (VCSFE) organisations and others is improving operational efficiency and effectiveness whilst also strengthening local engagement and enabling communities to contribute more significantly to improving outcomes.
- 19.28 It is inevitable that change of the magnitude envisaged will take time to be developed. So far therefore the MTFS does not rely on any significant financial benefits arising from the integration agenda, however, this is a key strand for development over the life of the MTFS.

Use of New Technology

- 19.29 The opportunity to utilise the advantages provided by new technology is the foundation upon which much of the Council's change agenda will be driven including integrated working arising from health and social care devolution. The Council's IT strategy is determining the direction of travel and is supported by £11.377m of Capital Programme investment. This investment will enable new and more efficient ways of working and will improve citizens' access to Council services. It also improves the business intelligence supporting service delivery decisions.
- 19.30 A key strand of this investment is the Resident First programme which is aligned to improving the Council's digital offer to the people of Oldham which in the first phase has concentrated on the on-line service offer. There are three key strands to the programme:
- Design and plan what would work better
 - Buy, upgrade or adapt systems and processes
 - Implement change with support for users and communicate change to residents
- 19.31 Over the next couple of years the 'digital by design' platform will be expanded by:
- Reducing mediated service costs across the whole organisation by 50%
 - Reducing service costs by 20% through digitalisation of the lines of service that make up 80% of the requests from residents

- 19.32 As outlined in the budget reduction proposal (CCS-BR1-227 – Digital by Design), the intention is to remove £2m of costs within the next two years. However, the digital agenda will continue to be rolled out so that new technology will support residents to be independent and in control and to continue to make the Council more efficient through the effective use of technology. The ambition is to make Oldham a digital destination for business.

Commercial Activities

- 19.33 Developing existing work will ensure that the Council and partners continue to maximise funding opportunities including through commercial activities. This will ensure that the strands of the income strategy and corporate property investment strategy are delivered, especially with regard to the priority of diversifying the Council's income stream.

19.34 Underpinning these areas of work will be:

- An approach to service delivery where the Council (and its partners) will be making new strategic choices based on the characteristics of Oldham, its people and communities within the borough, thus constantly striving for new opportunities for collaboration and new ways of working between organisations that share a common footprint.
- A review of the provision of discretionary services and also the level at which statutory services are delivered. This is in part shaped by recent statements emanating from evidence at the House of Commons Public Accounts Committee indicates that Government is focussing on ensuring that the Government provides enough resources to enable Councils to deliver statutory services.

Specific Initiatives – Review of Car Allowances and Additional Bus Lane Enforcement

19.35 Two specific initiatives, as identified in the 2019/20 budget process will be developed further and considered for potential adoption in the 2020/21 budget, these are:-

- a) Review of Car Allowances;
Consideration in 2019/20 of car allowances as part of a wider review of the reward and recognition package.
- b) Additional Bus Lane Enforcement;
Consideration of the enforcement of an additional bus lane once the current bus lane proposals are implemented and shown to be effective.

Reserves and Balances

19.36 In the light of the risks and uncertainties highlighted in the report, it is important to maintain a healthy and robust level of reserves and balances to manage uncertainty in both the current and next spending review period. Based on the level of reserves and balances as set out in Section 14 of the report, the Council meets this requirement. If there is a continued call on reserves to support future budget processes, then this position may change and this may require additional attention.

20 Options/Alternatives

20.1 The options as follows:

- Option 1 – to accept the assumptions and resulting financial forecasts presented within the report and the budget position at Appendix 1; and to approve the budget proposals included in this report leading to a balanced 2018/19 budget position at Appendix 6.
- Option 2 – to propose amendments to the assumptions which will change the resulting budget gap and financial forecasts and/or to make comments on and revise the budget reduction proposals/resource allocation outlined in this paper.

21 Preferred Option

21.1 Option 1 is the preferred option. Council approves the 2019/20 budget as presented in this report including £7.829m of budget reduction proposals, the use of reserves of £8.818m (of which £3.890m are corporate reserves) and that Council Tax levels are set as recommended in this report. The Council has a statutory duty to set a balanced budget and the budget reductions included in this report along with the other measures proposed including the use of reserves fulfil that requirement.

22 Consultation

22.1 A key element of the budget consultation process is scrutiny of the budget and budget proposals by the Overview and Scrutiny Performance and Value for Money Select Committee. It considered a version of this report at its meeting on 24 January 2019. The members of the Select Committee questioned and challenged assumptions and issues outlined in the report. There was also detailed scrutiny of the 35 budget reduction proposals and proposed changes to fees and charges. The Select Committee accepted the responses to the questions and was therefore content to commend the report to Cabinet for consideration. The report was considered, approved and commended to Council by Cabinet at its meeting on 11 February 2019.

22.2 A further meeting of the PVFM Select Committee took place on 5 February 2019 to consider the budget amendments put forward by the main Opposition Party. Whilst the PVFM Select Committee did not accept the budget amendments it did recommend that Cabinet consider recommending two actions for inclusion within the 2020/21 budget setting process. Cabinet was content to make such recommendations to Council and information in this regard is included at Section 19 of this report.

22.3 There has been extensive staff consultation in relation to a range of the budget reduction proposals and comments in this regard are set out at Section 26.

22.4 Public consultation was carried out on four proposals that had been identified as requiring feedback and input from residents and local businesses. Consultation opened in November and closed on 14 February 2019. In total over 350 responses were received across the proposals and overall these are considered to be broadly in favour of the options that had been proposed. Further engagement will be carried out following formal approval / rejection at Full Council on 27 February, as part of the implementation process. We will also continue to update local businesses via the council's monthly business update newsletter as and when appropriate.

22.5 The Schools Forum has been consulted on the proposed allocation of resources via the Schools Funding Formula and has agreed the recommended approach.

22.6 The Council has submitted responses to the MHCLG on all key consultation documents.

23 Financial Implications

23.1 Financial Implications are dealt with in full within the detail of the report.

24 Legal Services Comments

24.1 Legal issues are addressed in the body of the report. The Council has a legal obligation to pass a resolution to agree its budget and Council Tax resolutions by 11 March 2019.

(Colin Brittain)

25 Co-operative Agenda

25.1 The revenue budget projections have been prepared so that they embrace the Council's co-operative agenda with resources being directed so that the aims, objectives and co-operative ethos of the Council are enhanced.

26 Human Resources Comments

26.1 High level union and staff engagement on corporate budget options commenced on the 5 November 2018 in order to give an overview of where savings were being considered and the Council's initial thoughts on how these may be delivered.

26.2 The S188 document starting formal consultation on the budget reduction proposals was issued to the recognised trade unions on the 14 November 2018, indicating a potential 24.88 FTE reductions within a rolling 90 day period during 2019. As such there was a requirement for the Council to consult for a minimum of 45 days in relation to potential redundancies arising from the corporate budget reduction programme.

26.3 Consultation on those options being presented to Council ended on 14 February 2019 in order to allow for full consideration of any comments or alternatives submitted by unions or staff to be prior to any final decisions at the Council meeting.

26.4 Proper and meaningful consultation has to be exhausted in advance of the approval and subsequent implementation of any new arrangements. This is currently on track with consultation having been completed on all but one of the budget options; this being BR1 229 "Review of Design and Assurance" with 10 FTE potential job losses within the Reform Directorate. It is appreciated that the savings are part year and not expected to be achieved before September 2019, as such the proposals are still being developed. The trades unions are aware of this and have been assured of early engagement as the proposals are developed in advance of the commencement of formal consultation. As such, Council will be required to make a decision on the savings to be achieved within this directorate but the method by which this will be achieved must be subject to separate and meaningful consultation and amendment.

26.5 It should also be noted that whilst formal consultation has ended on the People Services restructure element of option BRI 253 "Review of Existing Spend" within Corporate and Commercial Services, feedback received is being reviewed and this may result in a short period for additional consultation with all key stakeholders in the event that there are any significant changes.

26.6 People Services and the HR Advisory Service within Unity have worked with the Directorates to ensure that the proper process was followed and that the staff and unions have had (and will have) the opportunity to share their views and input on the final outcomes.

(Sally Blackman)

27 Risk Assessments

- 27.1 There are a wide range of issues which could impact on the MTFS and projections. A regular review of projections will ensure that any key changes are highlighted immediately.

(Mark Stenson)

28 IT Implications

- 28.1 Any specific IT implications associated with the proposals included in the report are detailed within the individual budget reduction proformas included at Appendix 3.

29 Property Implications

- 29.1 Any specific property implications associated with the proposals included in the report are detailed within each individual budget reduction proformas included at Appendix 3.

30 Procurement Implications

- 30.1 Any proposals that impact on the procurement of goods, services etc. will be undertaken in full liaison with the Procurement Service and in compliance with all necessary Council and statutory requirements.

31 Environmental and Health & Safety Implications

- 31.1 Environmental and Health and Safety implications will be taken into account when dealing with the individual proposals as appropriate.

32 Equality, community cohesion and crime implications

- 32.1 In taking financial decisions the Council must demonstrate that it has given “due regard” to the need to eliminate discrimination, promote equality of opportunity and promote good relations between different groups.

- 32.2 Demonstrating that “due regard” has been given involves:

- assessing the potential equality impacts of proposed decisions at an appropriate stage in the decision making process - so that it informs the development of policy and is considered before a decision is taken; and
- ensuring that decision makers are aware of the equality duties and any potential equality issues when making decisions.

NB – having due regard does not mean the Council cannot make decisions which have the potential to impact disproportionately, it means that we must be clear where this is the case, and must be able to demonstrate that we have consulted, understood and mitigated the impact.

- 32.3 To ensure that the process of impact assessment is robust, it needs to:

- Be specific to each individual proposal;
- Be clear about the purpose of the proposal;
- Consider available evidence;
- Include consultation and involvement with those affected by the decision, where appropriate;
- Consider proposals for mitigating any negative impact on particular groups; and
- Set out arrangements for monitoring the actual impact of the proposal.

-
- 32.4 The Equality Act 2010 extends the public sector equality duties to cover nine protected characteristics, namely:
- age,
 - disability,
 - gender,
 - gender reassignment,
 - marriage and civil partnership,
 - pregnancy and maternity,
 - race,
 - religion and belief and
 - sexual orientation.
- 32.5 In December 2010, the Government announced that it would not be taking forward the socio-economic duty for public bodies. Despite this the Council has continued to consider people on low incomes as part of our equality impact assessment process.
- 32.6 Assessing the potential equality impact of proposed changes to policies procedures and practices is one of the key ways in which public authorities can show 'due regard'. Equality Impact Assessments (EIAs), therefore, provide a structured framework which enables the Council to ensure that it considers the equality impact of decisions, and to demonstrate to others that it has done so.
- 32.7 Oldham's EIA form is based on the experience of previous years and incorporates elements from good practice elsewhere. The main aims of our current EIA are to:
- strengthen the process through improved accountability – identifying a lead officer for each EIA;
 - stimulate a more rigorous and overt analysis of the impact and possible mitigations; and
 - implement a stronger equality monitoring and management process to ensure that we follow through on what we said we would do. This includes identifying risks to implementation and how these will be managed.
- 32.8 The EIAs attached to the budget proposals are the final EIAs as no public consultation is required for those options.
- 32.9 The equality impact assessment process undertaken for the Council's budget process involves:
- An initial equality impact screening – The budget proposal action plan forms completed by each Director / Service Manager incorporate an initial equality screening to identify whether any proposal has the potential for significant disproportionate adverse impact in respect of any protected characteristic i.e. whether the impact of the proposal falls disproportionately on any particular group – such as people with a disability.
- 32.10 The key aims of this review process are to:
- assess the potential equality impact of each proposal using the information provided.
 - provide challenge to those where the initial screening does not accurately identify those equality groups potentially affected and that a further screening process needs to be completed.
-

32.11 Full equality impact assessment – An equality impact assessment is carried out if the initial screening identifies that the proposal could have a potential significant, disproportionate adverse equality impact.

32.12 A key element to assessing the equality impact has been the involvement of elected Members. This involvement has included:

- Consideration of equality impacts throughout the Leadership Star Chamber process, including through the initial screenings on the proposal forms and a briefing paper.
- Briefings between Directors and Cabinet Members during development of proposals and working together to consider the equality impacts and identify any mitigating actions.
- Both the EIA screening information contained with the budget proposals and the EIA forms themselves, where available, were submitted to, and considered by PVFM Select Committee. NB: Where public consultation was required, the EIA forms were still in draft form at that stage.
- Final EIAs are available to Members alongside the budget reduction proposals included in this report.

(Jonathan Downs)

33 Key Decision

33.1 Yes

34 Key Decision Reference

34.1 FCR-15-18

35 Background Papers

35.1 The following is a list of the background papers on which this report is based in accordance with the requirements of Section 100(1) of the Local Government Act 1972. It does not include documents, which would disclose exempt or confidential information as defined by that Act.

File Ref: Background papers are contained in Appendices 1 to 10
Officer Name: Anne Ryans / Neil Stott
Contact No: 0161 770 4902 / 5060

36 Appendices

- Appendix 1 - Current Budget Position 2019/20 to 2020/21
- Appendix 2 - Full Summary – Budget Reductions
- Appendix 3 - Detailed Budget Reduction Proposals and Draft Equality Impact Assessments
- Appendix 4 - Proposed 2019/20 Fees and Charges Schedules
- Appendix 5 - Pay Policy Statement 2019/20
 - 5a – Table 1: Senior Management Remuneration
 - 5b – Chart 1: Family tree of officers earning over £50k
 - 5c – Table 2: Salaries expressed as a ratio of the Chief Executive as at December 2018
- Appendix 6 - Final Budget Position 2019/20 to 2020/21
- Appendix 7 - Summary Final MTFS Position 2019/20 to 2023/24
- Appendix 8 - Council Tax Tax Base 2019/20
- Appendix 9 - Council Tax 2019/20
- Appendix 10 - Indicative Net Revenue Budget Presentation 2019/20

Appendix 1 - Current Budget Position 2019/20 to 2020/21

Estimated revenue position 2019/20 to 2020/21	2019/20 £000	2020/21 £000
Prior Year Net Revenue Budget	221,453	213,025
Adjustment to Base Budget - Approved One off Use of Reserves	0	250
Add back one off savings from 2018/19	300	0
Adjustment for new one off funding in 2018/19	(4,532)	0
Removal of 2018/19 Extended Rights to Free Travel Grant	(26)	0
Adjustment for one off funding for Early Help	(689)	(750)
Reduction in New Adult Social Care Funding	(3,902)	(1,586)
Adjustment for one off funding in 2019/20 Winter Pressures Grant	0	(1,122)
Adjustment for one off funding in 2019/20 Social Care Support Grant	0	(1,917)
Adjustment for one off funding in 2019/20 Brexit Preparation Grant	0	(105)
Adjustment for one off funding in 2019/20 - Flexible Homelessness Support Grant	0	(194)
Adjustment for one off funding in 2019/20 - Mayoral Bus Reform Grant	0	(693)
DWP - Reduction in funding for Universal Credit	(155)	0
Adjustments to the Base Budget	(9,004)	(6,117)
Revised Base Position	212,449	206,908
- Passporting of Adult Social Care Precept (ASCP)	1,771	1,858
- ASCP Taxbase Growth	89	57
- Passporting of Increased Adult Social Care Grants	6,171	0
- Demand pressures Children's Services	4,611	928
- Pay Inflation	1,884	1,347
- Contractual Inflation	878	896
- Pensions	0	1,681
- GMCA Levy - Waste Disposal Element	585	311
- GMCA Levy - Transport Element	251	418
- GMCA Levy - Contributions to GM-Wide Activities	0	0
- Environment Agency Levy	2	2
- Investment Fund	3,653	4,417
- Flexible Homelessness Support	194	0
- Early Help	750	0
- Brexit Preparations	105	0
- Development Fund	0	1,000
- Software Licenses	250	0
- Street Cleaning	240	180
- Coroners Service	180	20
- Home to School Transport	175	0
- Building Control Fees	167	0
- Get Oldham Working	140	0
- Accommodation Costs - Public Health	382	0
- New Burdens and Service Transfers	0	23,782
- Revised Parish Precept	14	0
Expenditure Pressures Total	22,492	36,897
Total Expenditure	234,941	243,805

Estimated revenue position 2019/20 to 2020/21	2019/20 £000	2020/21 £000
Funded By:		
Government Grant		
- Business Rates Top Up	40,653	55,324
- Grants in Lieu of Business Rates	10,503	8,007
- Revenue Support Grant	0	0
- Public Health Grant	0	15,999
- Improved Better Care Fund Grant - Settlement 2015	8,150	8,150
- Improved Better Care Fund Grant - Spring Budget 2017	1,586	0
- Independent Living Fund (ILF) Grant	2,580	2,500
- 2019/20 Winter Pressures Grant	1,122	0
- 2019/20 Social Care Support Grant	1,917	0
- 2019/20 Brexit Preparation Grant	105	0
- Housing Benefit Administration Grant	759	701
- Council Tax Administration Grant	362	340
- New Homes Bonus Grant	961	358
- Department for Work and Pensions (DWP) - New Burdens Grant	104	0
- DWP - Implementation of Universal Credit Grant	68	0
- Flexible Homelessness Support Grant	194	0
- Homelessness New Burdens Grant	62	0
- Lead Local Flood Authority Grant	12	12
Total Government Grant Funding	69,138	91,391
GMCA Grants		
- Mayoral Grant	693	0
Total GMCA Grants	693	0
Locally Generated Income		
- Retained Business Rates	50,826	40,490
- Council Tax Income	85,399	87,977
- Adult Social Care Precept 2016/17	1,579	1,592
- Adult Social Care Precept 2017/18	1,638	1,652
- Adult Social Care Precept 2018/19	1,703	1,718
- Adult Social Care Precept 2019/20	1,771	1,786
- Adult Social Care Precept 2020/21	0	1,858
- Parish Precepts	278	278
Total Locally Generated Income	143,194	137,351
Revised Budget Funding	213,025	228,742
Budget Gap	21,916	15,063

Summary of Budget Reduction Proposals

Appendix 2

Reference	Proposal Name	Responsible Officer	Cabinet Member	2019/20		2020/21	2021/22	Totals		EIA Required?	Appendix 3 Page No.	Reports Pack Page No.
				Proposed Budget Reduction £000	Proposed FTE Reduction	Proposed Budget Reduction £000	Proposed Budget Reduction £000	Proposed Budget Reduction £000	Proposed FTE Reduction			
Directorate : Health and Adult Social Care Community Services												
SERVICE : Commissioning												
HAS-BR1-237	Day Care Services	Mark Warren	Cllr Z Chauhan	(37)	0.00	(13)	0	(50)	0.00	Yes	1	313
HAS-BR1-238	Community Transport	Mark Warren	Cllr Z Chauhan	(45)	0.00	0	0	(45)	0.00	Yes	9	321
Directorate : People and Place												
SERVICE : Environmental Management												
PPL-BR1-209	Reduction in budget supporting North West In Bloom works	Glenn Dale	Cllr A Shah	(50)	0.00	0	0	(50)	0.00	No	25	337
PPL-BR1-212	Charge for full length kerbs in designated areas	Glenn Dale	Cllr A Shah	(13)	0.00	0	0	(13)	0.00	No	29	341
PPL-BR1-213	Reduction in Administrative Support	Glenn Dale	Cllr A Shah	(18)	(1.00)	0	0	(18)	(1.00)	No	33	345
PPL-BR1-214	Reduction in maintenance costs following purchase over hire programme	Glenn Dale	Cllr A Shah	(25)	0.00	0	0	(25)	0.00	No	37	349
SERVICE : Fleet Management												
PPL-BR1-217	Fleet Savings	Craig Dale	Cllr A Shah	(90)	0.00	0	0	(90)	0.00	No	41	353
SERVICE : Highways Operations - Unity												
PPL-BR1-218	Highways IT and mobile working savings	Craig Dale	Cllr A Shah	(20)	0.00	0	0	(20)	0.00	No	45	357
SERVICE : Public Protection												
PPL-BR1-208	Increase in Pest Control Income/Fees	Neil Crabtree	Cllr A Shah	(10)	0.00	0	0	(10)	0.00	No	49	361
SERVICE : Soft Facilities Management												
PPL-BR1-233	Additional Bus Lane Enforcement	Peter Wood	Cllr A Shah	(132)	0.00	(103)	0	(235)	0.00	No	53	365
SERVICE : Street Lighting												
PPL-BR1-207	Revised Performance Standards	Carol Brown	Cllr A Shah	(11)	0.00	0	0	(11)	0.00	No	58	370
SERVICE : Corporate Landlord												
PPL-BR1-202	Property Savings and Accommodation Review	Peter Wood	Cllr S Fielding	(500)	0.00	(2,000)	(2,000)	(4,500)	0.00	No	62	374
Directorate : Reform												
SERVICE : District Partnerships												
REF-BR1-248	Review of District Working	Rebekah Sutcliffe	Cllr S Fielding	(70)	0.00	0	0	(70)	0.00	Yes	66	378
SERVICE : Executive Support												
REF-BR1-230	Review of Executive Support Function and non pay budgets	Lewis Greenwood	Cllr S Fielding	(30)	(1.00)	0	0	(30)	(1.00)	No	72	384
SERVICE : Policy												
REF-BR1-229	Review of Design and Assurance	Rebekah Sutcliffe	Cllr S Fielding	(250)	(10.00)	(250)	0	(500)	(10.00)	No	76	388
SERVICE : Heritage Libraries and Arts												
REF-BR1-201	Oldham Library and Lifelong Learning Service - ICT Services	Sheena Macfarlane	Cllr P Jacques	(70)	0.00	0	0	(70)	0.00	No	81	393
REF-BR1-225	Reduction in library casual staff budget	Sheena Macfarlane	Cllr P Jacques	(10)	0.00	0	0	(10)	0.00	No	85	397
REF-BR1-242	Reduction in grants to cultural organisations	Sheena Macfarlane	Cllr P Jacques	(9)	0.00	0	0	(9)	0.00	No	89	401
REF-BR1-243	Reduction in Business Support Staff for Oldham Music Service	Sheena Macfarlane	Cllr P Jacques	(24)	(1.00)	0	0	(24)	(1.00)	No	94	406
SERVICE : Public Health (Client and Delivery)												
REF-BR1-234	Get Oldham Growing	Katrina Stephens	Cllr A Shah	(50)	(0.88)	0	0	(50)	(0.88)	Yes	98	410

Reference	Proposal Name	Responsible Officer	Cabinet Member	2019/20		2020/21	2021/22	Totals		EIA Required?	Appendix 3 Page No.	Reports Pack Page No.
				Proposed Budget Reduction £000	Proposed FTE Reduction	Proposed Budget Reduction £000	Proposed Budget Reduction £000	Proposed Budget Reduction £000	Proposed FTE Reduction			
Directorate : Chief Executive												
SERVICE : Chief Executive Management												
CEX-BR1-252	Corporate Priorities	Carolyn Wilkins	Cllr S Fielding	(75)	0.00	0	0	(75)	0.00	No	109	421
Directorate : Corporate and Commercial Services												
SERVICE : Democratic and Civic Services, Legal												
CCS-BR1-226	Constitutional & Civic and Political support services restructure	Paul Entwistle	Cllr S Fielding	(30)	(2.00)	0	0	(30)	(2.00)	No	113	425
SERVICE : Corporate												
CCS-BR1-240	Fees and Charges additional income	Samantha Smith	Cllr A Jabbar	(20)	0.00	0	0	(20)	0.00	No	117	429
CCS-BR1-249	Supplies and Services	Anne Ryans	Cllr A Jabbar	(1,000)	0.00	0	0	(1,000)	0.00	No	121	433
CCS-BR1-250	Introduction of Vacancy Factor	Anne Ryans	Cllr A Jabbar	(800)	0.00	0	0	(800)	0.00	No	125	437
CCS-BR1-251	Development of the Unity Partnerships Operating Model Phase 2	Ray Ward	Cllr A Jabbar	(250)	0.00	0	0	(250)	0.00	No	129	441
SERVICE : Corporate and Commercial Services Management												
CCS-BR1-228	Council Traded Services/Unity Commercial Services Reviews	Joe Davies	Cllr A Jabbar	(750)	0.00	(750)	0	(1,500)	0.00	Yes	133	445
CCS-BR1-253	Corporate & Commercial Services	Ray Ward	Cllr A Jabbar	(200)	(5.00)	0	0	(200)	(5.00)	No	141	453
SERVICE : Customer Services												
CCS-BR1-227	Digital by Design	Ray Ward	Cllr A Jabbar	(500)	0.00	(1,500)	0	(2,000)	0.00	Yes	146	458
SERVICE : Finance												
CCS-BR1-220	Insurance Review	Mark Stenson	Cllr A Jabbar	(300)	0.00	0	0	(300)	0.00	No	158	470
CCS-BR1-221	Housing Benefit - Reduction in provision for loss of subsidy	Anne Ryans	Cllr A Jabbar	(150)	0.00	0	0	(150)	0.00	No	162	474
CCS-BR1-222	Audit Fee Reduction	Anne Ryans	Cllr A Jabbar	(50)	0.00	0	0	(50)	0.00	No	166	478
CCS-BR1-223	Treasury Management	Anne Ryans	Cllr A Jabbar	(2,000)	0.00	0	0	(2,000)	0.00	No	170	482
CCS-BR1-245	Financial Services Redesign	Anne Ryans	Cllr A Jabbar	(200)	(4.00)	0	0	(200)	(4.00)	No	174	486
SERVICE : People Management Inc. Unity Client for HR												
CCS-BR1-247	Transition AVC contributions to Salary Sacrifice	Martyn Bramwell	Cllr A Jabbar	(40)	0.00	0	0	(40)	0.00	No	178	490
Grand Total				(7,829)	(24.88)	(4,616)	(2,000)	(14,445)	(24.88)			

Appendix 3

BR1 proposals

and EIAs

Budget
reductions

Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Helen Ramsden

BR1 - Section A

Service Area :	Commissioning
Budget Reduction Title :	Day Care Services

Budget Reduction Proposal - Detail and Objectives :

Reduction in the funding envelope from 2019/20 onwards for contracted Day Care Services for older people.

As we retender the day services contract and have a look at usage figures across the current Age UK services and Laurel Bank (Miocare), there is potential to reduce the funding envelope by c£0.050m. However, we are unlikely to have the capacity to retender this ahead of the start of the new financial year so will be a part year effect in 19/20. It is most likely that the savings will be achieved by reducing the number of places in the contract, based on actual usage against the block contract over the past 12-18 months.

The total current value of these services is c£0.500m per annum, across a range of arrangements. These will be brought together under one contract.

Discussions are underway regarding the transfer of Miocare day services to Age UK and the potential to achieve the savings via negotiation rather than tender.

The proposal has been discussed with Age UK which has provided clarity on the preferred route to achieve the saving.

2018/19 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	1,315
Income	(0)
Total	1,315

Current Forecast (under) / overspend	0
--------------------------------------	---

Number of posts (Full time equivalent)	0.00
--	------

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(37)	(13)	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
---	---------

Section B

What impact does the proposal have on the following? :

Property
Please see additional information.
Service Delivery
None. The saving would be achieved through reductions in the number of day places available, which will reflect actual usage.
Future expected outcomes
None. please see above.
Organisation
None. Please see above.
Workforce
None. Please see above. There will be TUPE transfers of staff from Miocare to the successful provider. Miocare management and staff are aware and have been fully engaged in discussions.
Communities and Service Users
None. Services will continue.
Oldham Cares
None. Services will continue.
Other Partner Organisations
None. Services will continue.

Who are the key stakeholders?

Staff	No
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Age UK	
Other Council Departments (if yes please specify below)	Yes
Miocare	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

The reduction in contract value of 10% will be reflective of a general reduction in demand for day services for older people.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
The retender or negotiation does not result in viable bidders to deliver day services.	Age UK is the current provider of the majority of day services. The previous two tenders of this contract have resulted in viable bids. Discussions are ongoing through contract management meetings regarding the future of these services, and Age UK's appetite as a service provider.
A 10% reduction in annual contract value does not secure sufficient places to meet demand.	The proposed reduction is in line with contract monitoring activity figures.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Day Service contract tendered and awarded or renegotiated	1 July 2019
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
------------------------	----

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
---	-----

Section E

Finance Comments
The reduction will be achieved by reducing the envelope upon re-tendering for Day Care Services, the current contract value is £0.500m across a range of services. Due to contract renewal dates the proposed saving of £0.050m will not be fully achievable; 75% (£0.037m) will be delivered in 2019/20 with the balance (£0.017m) delivered in 2020/21. Based on current usage/uptake the proposed phased reduction is deemed achievable.

Signed RO	19-Oct-2018
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Signed Finance	18-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	14-Jan-2019

Additional Information (if required)

Impact on property

No immediate effect. Discussions have been ongoing for some time in relation to Laurel Bank, and whether a provider other than Miocare would want to operate from this site should they win the tender. Whilst this is highly likely in the short term, for continuity for service users, they may wish to source their own premises in future.

	Reference:	HAS-BR1-237
Responsible Officer	Mark Warren	
Cabinet Member:	Cllr Z Chauhan	
Support Officer	Neil Clough	

Equality Impact Assessment Tool

Service Area:	Health & Wellbeing
Budget Reduction Title:	Reduce the budget that the council spends on day care services by £50,000 per annum.

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?
	Day Care Services (Older People).
1b	What is the project, policy or proposal?
	To reduce the amount of money paid into older people day services by £50,000 per annum.
1c	What are the main aims of the project, policy or proposal?
	<p>Main aims of the day care services provision:</p> <p>Older People Day care services are currently provided by 2 providers, these are Age UK Oldham & Mio Care.</p> <p>Age UK Oldham provide day care services to Older People over 65 years with an assessed care need at a number of venues across Oldham. The value of the contract is £289,197 per annum and was awarded on 1 July 2016. This contract is due to expire on 30 June 2019. Age UK Oldham also provide day care services at Franklin House. Oldham Council pays £234,206 for services at Franklin House.</p> <p>Main aims of the proposal:</p> <p>Reduction in the funding envelope from 2019/20 onwards for contracted Day Care Services for older people. As we retender the day services contract and have a look at usage figures across the current Age UK services and Laurel Bank (Miocare), there is potential to reduce the funding envelope by circa £50,000 per annum.</p> <p>However, we are unlikely to have the capacity to retender this ahead of the start of the new financial year so there will be a part year effect in 19/20. It is most likely that the savings will be achieved by reducing the number of places in the contract, based on actual usage against the block contract over the past 12-18 months. The total current value of these services is circa £500,000 per annum, across a range of arrangements. These will be brought together under one contract.</p> <p>Discussions are underway regarding the transfer of Miocare day services to Age UK and the potential to achieve the savings via negotiation rather than tender. This would ensure continuity of employer and service for the staff and people who use the service and achieve full delivery of the saving in 2019/20 and beyond.</p>


1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?				
	No impact. The service will be re-tendered/re-negotiated on the basis of the number of places that are required. It is therefore anticipated that the £50,000 per annum efficiency saving will be achieved through reducing the cost envelope in accordance with demand.				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or 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?				
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input type="checkbox"/>
		No <input checked="" type="checkbox"/>

1h	How have you come to this decision?	
	<p>As outlined in 1D, there will be No impact. The service will be re-tendered/re-negotiated on the basis of the number of places that are required. It is therefore anticipated that the £50,000 per annum efficiency saving will be achieved through reducing the cost envelope in accordance with demand.</p> <p>When outlining the proposal in the BR1 form it was identified that there was a potential negative impact on <i>people in particular age groups</i>. However, during the Stage 1 EIA process this impact had been mitigated, so it was not necessary to complete a full EIA.</p>	

Stage 5: Signature

Role	Name	Date
Lead Officer	Mark Warren	14/12/2018
Approver Signatures	Mark Warren	
		

EIA Review Date:	December 2019
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Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Helen Ramsden

BR1 - Section A

Service Area :	Commissioning
Budget Reduction Title :	Community Transport

Budget Reduction Proposal - Detail and Objectives :

Cessation of grant funded contribution to Community Transport Oldham for 2019/20 in the sum of £0.045m.

From 2016/17, Adult Social Care took over responsibility for the payment of a grant to Community Transport Oldham (CTO) of £0.045m per annum. This grant contributes to such activities as the provision of mobility scooters to hire in the town centre and the hire of wheelchair accessible minibuses. No specific service is commissioned by the Council from CTO.

It is clear from monitoring information submitted, that usage of the various services CTO offer is reducing.

In addition, we have been made aware that CTO has been using a number of Council facilities for a number of years (an office in the market hall, garages at Moorhey Street) without charge, and were using the Council service for MOT and servicing of their vehicles, but that there have been issues with non-payment. It is estimated that the value of these facilities to CTO is around £0.100m. It is our understanding that this "free" support to CTO will be withdrawn. This is likely to make the business unsustainable with or without a £0.045m grant.

CTO are aware that we are reviewing the grant this year and that the Council hasn't committed beyond 2018/19.

2018/19 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	2,687
Income	(371)
Total	2,316

Current Forecast (under) / overspend	(17)
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Number of posts (Full time equivalent)	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(45)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None
Service Delivery
None. It will be for CTO to determine whether they can continue to operate without Council support. Part of the communication plan with CTO will be to signpost them to wider support, such as Action Together.
Future expected outcomes
None.
Organisation
None.
Workforce
None.
Communities and Service Users
This will be largely dependent on CTO's response to the grant cessation and their ability to attract alternative sources of funding.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	No
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	No
N/A	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	Yes
Community Transport Oldham	

Benefits to the organisation/staff/customers including performance improvements

Contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
CTO are unable to continue to operate without continued Council support.	Discussions to take place as part of the grant cessation, to advise and signpost.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Proposal communicated to CTO	5 November 2018
Meeting with Chief Executive of CTO	15 November 2018
Service visit	26 November 2018
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	07-Nov-2018	14-Feb-2019
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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Section E

Finance Comments
The saving will be achieved by the cessation of the Councils contribution to a grant provided to CTO. There are no perceived difficulties in delivering this budget reduction.

Signed RO	18-Oct-2018
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Signed Finance	18-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	14-Jan-2019

	Reference:	HAS-BR1-238
Responsible Officer	Mark Warren	
Cabinet Member:	Cllr Z Chauhan	
Support Officer	Neil Clough	

Equality Impact Assessment Tool

Service Area:	Health & Wellbeing
Budget Reduction Title:	Ceasing of Grant Funding of £45,000 per annum payable to Community Transport Oldham

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?
	Community Transport Services.
1b	What is the project, policy or proposal?
	Community Transport Oldham currently receive a £45,000 per year grant which contributes to activities such as door to door bus services for individuals with health conditions "Dial-a-Ride", the provision of Motability scooters for hire in the town centre and the hire of wheelchair accessible minibuses. It is proposed that we cease this grant.
1c	What are the main aims of the project, policy or proposal?
	<p>Main aims of the Community Transport Oldham project:</p> <p>Community Transport Oldham (CTO) is a service which provides a range of transportation services for anyone who experiences difficulties using public transport as a result of limited mobility. The service is available to the residents of Oldham and provides a door to door service. The service helps individuals maintain their independence and quality of life whilst living at home. People are able to access the service irrespective of whether they are known to Adult Social Care. The service is operated from Tommyfield Market which is undergoing a refurbishment programme.</p> <p>The Services offered include:</p> <ul style="list-style-type: none"> • Dial a Ride The service provides door to door accessible transport usually within the borough. People are typically taken to day services and to health appointments. All the minibuses are wheelchair accessible. • Group Travel Minibuses are available for use by 'not for profit' organisations in Oldham. Residents can hire a driver or drive the minibus themselves. (Training is provided). <p>CTO operate a fleet of 5 mini-buses which are used for the Dial a Ride and Group Travel services. These vehicles vary in age from 10 to 13 years old and are described as 'high mileage'. CTO have pointed out that these older vehicles are not compliant with the latest European commission regulations governing the amount of harmful gases vehicles emit. CTO have advised that older vehicles are used in the Oldham service because as the service is subsidised by them, they cannot afford to offset depreciation costs of newer vehicles. In future across the organisation they are looking to lease vehicles rather than outright purchase.</p>



The image above identifies a typical mini-bus on the fleet used by the Dial a Ride and Group Travel service. This vehicle was registered in 2006.

- Promobility (Shopmobility)

This service provides a range of manual and electric powered wheelchairs and mobility scooters for hire to access all the facilities in Oldham town centre. The service currently operates a fleet of 16 electric scooters. These range in size and specification. Some of these scooters can be adjusted so they can be operated by controls exclusively on one side of the vehicle, therefore being suitable for individuals with limited mobility down a particular side of the body. Some of these scooters accommodate people of up to 30 stone in weight.

Small foldable scooters and wheelchairs are also available which can be transported in cars & coaches to enable people to use them when taking breaks. Other walking aids such as walking frames can also be provided if required.



The image above identifies some of the scooters used by the Promobility service. The vehicle in the foreground can accommodate people upto 30 stones in weight.

- Training
Training is offered to Residents if they would like to hire and drive the minibuses themselves rather than use a CTO driver.
- Volunteering
CTO provide regular volunteering opportunities for Oldham residents.

Public facing information regarding the current CTO service is available here:
http://www.transportforcommunities.co.uk/gmcotm/CT_files/CT_oldham.htm

The service has been in operation since 2009. The service was originally grant funded via the Neighbourhoods Directorate through a PPF grant and CTO were awarded £50k per annum. This grant expired in March 2016. Responsibility for the commissioning of this service was then transferred over to the Adult Social Care Commissioning Team, but without funds as these were subject to budget reduction within the Neighbourhoods Directorate. Negotiations were undertaken and it was agreed that the service would continue to be funded at a slightly reduced cost of £45k per annum. The money for the CTO service is now paid through the general fund.

Main aims of the proposal:

The proposal to cease the grant funding of £45,000 per annum to Community Transport Oldham has been put forward in response to the financial challenges faced by the Council and the need to prioritise expenditure.

1d Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?

CTO have indicated verbally that they would expect to cease to deliver the service in Oldham if the grant funding was to stop. The organisation have explained that they expect to be served notice imminently on their existing premises adjacent to the Tommyfield market car park and will need to find suitable alternative premises. Additionally, a relationship that they had with the council in respect of vehicle maintenance has come to an end recently and a consequence of this has been that they now have to pay for vehicle storage.

If the Council were to cease the grant it is anticipated that there would be a detrimental effect of the following people:

Employees:

2 full time employees may have to be made redundant. One of these employees runs the service on a day to day basis and the other is a full time driver. There are additionally 3 semi-retired drivers who are available as and when required who are paid if called upon to provide driving support.

People who use the current service:

People are required to register with the service if they wish to access any of the services CTO provide. These users are required to pay an annual fee of £10 - £15. (Variable depending on the services people wish to access).

Current data indicates that there are 34 individuals registered to use the Dial a ride service.

76 individuals are registered to use the Promobility service.

253 groups are registered to use the Group Travel service, 56 of these are reported to use the service at least monthly.

The extent to which these people/groups use the services is not clear, this information has been requested but not provided.(This point is discussed in more detail in stage 2 of this EIA).

CTO have provided case study documentation which identifies individuals who rely on their service in the following ways:

One person of with bariatric obesity relies on the service to enable them to access shops in the town centre. CTO have reported that some of the people who use the dial a ride service would struggle to use conventional taxi services, reporting that there have been examples of conventional taxi services refusing to cater for some dial a ride clients, citing reasons such as personal hygiene.

A case study has identified that one individual has developed a strong and trusted relationship with the driver who takes them to the link centre. This person uses a very complex wheelchair with full head restraint which cannot be transported easily, a factor which is described as limiting this person's access to public transport or taxi services. The driver being described as a safe driver, courteous, polite and as a 'Friend'

CTO have advised that they act as a support function for a number of people, for example helping them to apply for blue badges, making referrals into other services if they identify examples of self-neglect, and to detecting levels of early onset dementia.

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

	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or 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?				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input checked="" type="checkbox"/>
		No <input type="checkbox"/>

1h	How have you come to this decision?
	<p>34 individuals are registered to use the Dial a ride service. 76 individuals are registered to use the Promobility service. The extent to which these people use the service is not clear, this information has been requested but not provided.</p> <p>Individuals who use the Dial a Ride and Pro-Mobility services clearly value the service and would be affected. Semi-retired staff would be affected if they were to be made redundant.</p>

Stage 2: What do you know?

What do you know already?								
<p>34 individuals are registered to use the Dial a ride service. In quarter 2 of 2018/19 414 journeys were made.</p> <p>76 individuals are registered to use the Promobility service. In quarter 2 of 2018/19 257 daily wheelchair and scooter hires took place.</p> <p>253 groups are registered to use the Group Travel service, 56 of these are reported to use the service at least monthly. In quarter 2 of 2018/19 817 individual passengers were taken on journeys (which they made alongside other passengers who were also accessing the group travel service). The extent to which these people/groups use the services is not clear, this information has been requested but not provided.</p> <p>People are able to access the service irrespective of whether they are known to Adult Social Care.</p> <p>People pay the following charges shown below to access the services. These charges to customers have not been increased for at least 2.5 years.</p>								
<u>Cost Information Breakdown</u>								
<table border="1"> <thead> <tr> <th>Service</th> <th>Distance / Time</th> <th>Costs</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>Dial a Ride</td> <td>Upto 1 Mile</td> <td>£3.50</td> <td></td> </tr> </tbody> </table>	Service	Distance / Time	Costs	Notes	Dial a Ride	Upto 1 Mile	£3.50	
Service	Distance / Time	Costs	Notes					
Dial a Ride	Upto 1 Mile	£3.50						

(Registered User)			
	1-4 Miles	£5.50	
	4 Miles	£7.50	
Dial a Ride (Family member or carer)		£1.00	
ProMobility Scooter / Wheelchair		£3.00 a Day	Operates from 10:00AM to 16:00PM Monday, Wed - Friday
Group Travel (Self Drive)	Half Day(4 Hours)	£50.00	Return the vehicle fully fuelled
	Full Day	£100	- As Above -
	Weekends (5:00PM Friday to 08:00am Monday)	£200	- As Above -
	Full Week	£500	- As Above-
Group Travel (Driver costs)	1 Hour	£12.00/ hour	Restricted to Group Travel and hourly and per mile charges applies to all journeys
	1 Mile	£1.00	

CTO have advised that the total budgeted project costs for 2018/2019 are £129,102. Total income is budgeted at £119,013, which is generated from the £45,000 grant, plus income from hire charges and fares. CTO have advised they subsidise the shortfall of £10,089 per annum.

The cost of the grant does not reflect the true value of the provision due to additional cost free services which are currently being provided such as rent free town centre accommodation, cost of utilities, vehicle parking, service charges and rates, cost of water usage, and property insurance. Additionally, 4 parking bays restricted for the use of CTO customers which results in incurring loss of income to Oldham Council from the parking.

People and Place indicated to CTO in April that Community Transport needed to vacate the Market garage at the end of December 2018. This was to allow construction of a car park to begin on the site in January. Plans for the car park have been delayed and subsequently this deadline has been extended. People and Place have offered CTO alternative space free of charge in the shopping centre. CTO are understood not to have responded formally to this offer, however this is understood to not be regarded as suitable for the service due to concerns regarding the accessibility for scooters.

What don't you know?

If those in receipt of services were to be assessed by ACS it is not known whether any or all of them would be eligible to receive services and any needs they do have may be able to be met in a different way.

The extent to which the registered users actually use the services is not clear, this information has been requested but not provided.

CTO have provided data with regards to the number of individuals registered to use each of the services. CTO have also provided data regarding the number of dial a ride journeys, scooter hires, and

group travel journeys in quarterly monitoring information. However, CTO have been unable to provide requested data with regards to the number of unique individuals who use the services. For example we do not know the extent to which each of those 34 registered individuals use the Dial a ride service in a given quarter. It would have been useful to have been able to determine how often each of the 34 individuals had used the service during quarter 2 of 2018-19. Had we been able to determine that X of the 34 people used the service only once, X of the 34 people used the service more than 10 times in the quarter this information would have assisted with this analysis.

Further Data Collection

N/A

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

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or 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?				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

3a	Who have you consulted with?
	CTO including regular contract monitoring. A meeting was held at Ellen House with a CTO Director on 15 November 2018. A visit to the service was undertaken on 3 December 2018. CTO have been asked to consider if the service could charge individuals more to partially offset funding reductions. The potential impact of this is unknown as CTO have been unable to provide a breakdown of the extent of the subsidy.
3b	How did you consult? (include meeting dates, activity undertaken & groups consulted)
	Analysis of contract monitoring data and service data provided by CTO. Contract monitoring meeting with Chief Executive of CTO on 15 November 2018. A visit to the service on 3 December 2018 and a total of 70 questionnaires were left with the service to hand out to users for completion. On 19 December the service returned a total of 13 completed questionnaires. These users provided feedback with regards to a series of questions about the existing service.
3c	What do you know?
	34 individuals are registered to use the Dial a ride service.

76 individuals are registered to use the Promobility service.
253 groups are registered to use the Group Travel service, 56 of these are reported to use the service at least monthly.

There are alternatives outlined at stage 4 which could reduce and mitigate the impact of the proposal.

A total of 13 people completed questionnaires.

100% of respondents regarded the services as Affordable.
77% of survey respondents advised that they would be willing to pay more to receive the same level of service from CTO or any other provider.

77% used the free comments section to state that they valued the service, some people describing the service as 'a lifeline'.

An overview of the results of the key findings consultation is shown below:

15% of respondents were in the 18 to 40 years age bracket.
31% of respondents were in the 40 to 60 years age bracket.
54% of respondents were in the 60 years and above age bracket.

84% of respondents regarded themselves as having a physical or other disability which required access to regular transport.

92% of respondents used the Promobility Service. (23% of these saying they used all services).
8% (1 person) did not state which service was used.
No respondent said they only used the Dial a ride service.
No respondent said they only used the group travel service.

23% of respondents used services once a week.
30% of respondents used services more than once a week.
38% of respondents used services frequently/regularly.
8% (1 person) of respondents was not sure how often they used services.

77% of respondents described the main purpose of the service was to do shopping.

100% of respondents reported that they used alternative modes of transport in their normal day to day life.

77% of respondents used private taxis.

38% of respondents owned their own electric scooter or wheel chair and did not hire these items from CTO.

3d

What don't you know?

As indicated within Stage 2, the extent to which these people/groups use the services is not clear, this information has been requested but not provided. CTO have provided data with regards to the number of individuals registered to use each of the services. CTO have also provided data regarding the number of dial a ride journeys, scooter hires, and group travel journeys in quarterly monitoring information. However, CTO have been unable to provide requested data with regards to the number of unique individuals who use the services. For example we do not know the extent to which each of those 34 registered individuals use the Dial a ride service in a given quarter.

3e	What might the potential impact on individuals or groups be?	
	Generic (impact across all groups)	N/A
	Disabled people	Disabled people may be affected (See proposed mitigation below).
	Particular ethnic groups	N/A
	Men or women (<i>include impacts due to pregnancy / maternity</i>)	N/A
	People of particular sexual orientation/s	N/A
	People in a Marriage or Civic Partnership	N/A
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	N/A
	People on low incomes	People on low incomes may be affected. (See proposed mitigation below).
	People in particular age groups	N/A
	Groups with particular faiths and beliefs	N/A
	Other excluded individuals (<i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i>)	N/A

Stage 4: Reducing / Mitigating the Impact

4a	What can be done to reduce or mitigate the impact of the areas you have identified?	
	Impact 1	Proposal
	Disabled People	<p>Recommend ACS assessments for the list of individuals who have been identified who use the service who have disabilities to see if any changes need to be made to their package of care in the event the CTO service was not to be available to them.</p> <p>To better understand their financial position in respect of purchasing a variety of services to assist them, this may consist of purchasing hours of support from a personal assistant, or accessing local services in a different way.</p> <p><u>Dial a Ride – Alternative options:</u></p> <p>1) Re-designing the existing offer</p> <p>CTO could give some consideration to reducing the operating costs of the fleet of mini-buses by exploring options such as reducing the size of the fleet. A consequence of this option may be that people who use the service may be offered more restricted availability. CTO would need to consult with those who use the service to discuss this option. This could potentially coincide with a move to a smaller leased fleet. It may be practical for CTO to jointly lease vehicles between sites.</p> <p>2) Ring and Ride option</p> <p>There is an alternative service provider 'Ring and Ride' who provide similar transportation services to people who</p>

require this service. The Ring and Ride service is available to people who find it difficult to use public transport. Information on this option is available below:

<https://www.oldham.gov.uk/info/200786/transport/561/dial-a-ride-and-ring-and-ride>

3) Subsidised Travel Voucher scheme

People who struggle to use public transport may be able to convert free bus passes to the subsidised Travel voucher scheme where individuals are unable to access the buses if they live away from bus stops or bus routes. There are conditions attached to this scheme. Information on this option is available below:

<https://www.tfgm.com/public-transport/travel-vouchers>

4) Alternative sources of Transport.

There are currently 35 licensed taxi operators in Oldham. Research has identified that there are specialist taxi services available in the borough, these include, but are not limited to: Oldham wheelchair travel, Borough Taxi's Oldham.

Information on these options is available below:

<https://oldhamwheelchairtravel.com/>

<http://www.boroughtaxisoldham.com/>

There are a number of traditional bus services that operate in Oldham which may meet the needs of some people who use the dial a ride service. For example MCT community transport operate a diverse range of circular routes that cover a number of localities in Oldham. This provider also provides a 'hail and ride' service which means that passengers can get on and off the bus wherever it is safe.

<http://www.manct.org/our-route/>

Group Travel – Alternative options:

1) Re-designing the existing offer

CTO could give some consideration to reducing the operating costs of the fleet of mini-buses by exploring options such as reducing the size of the fleet. Vehicles could be hired from appropriate companies when required thus reducing costly down time when the current fleet of owned vehicles are unused.

2) Alternative sources of Transport.

Private mini-bus hire options that exist in the local market to cater for people requiring a group travel requirement. It should be noted that the credentials of the drivers would need to be understood when assessing alternatives. Carlton Minibuses, based in Royton stipulates on their web site that all staff are "fully checked by the Disclosure and barring service and are highly trained professionals"

Information on this option is available below:

<http://www.carltonminibuses.co.uk/>

MCT community transport operate a diverse range of circular routes that cover a number of localities in Oldham. This provider also provides a 'hail and ride' service which means that passengers can get on and off the bus wherever it is safe.

MCT have stipulated that they provide Mini-Bus Driver Awareness Scheme (MIDAS) training

Information on this option is available below:

<http://www.manct.org/our-route/>

Premier Mini Bus hire are based in Oldham. They stipulate on their web site that staff are DBS checked and that all vehicles are wheel chair accessible.

Information on this option is available below:

<http://www.premierminibushire.co.uk/>

Mini-Bus hire Oldham are a local organisation who stipulate on their web-site that drivers are fully trained and offer a range of different types of mini-buses from 8 – 18 seats.

Information on this option is available below:

<http://www.minibushireoldham.com/about-us.html>

Pro-mobility – Alternative options:

1) Re-designing the existing offer

When the service was visited on 3 December 2018, 13 of the 14 electric scooters on the fleet were not being used. CTO did point out that the inclement weather at the time may have discouraged some users. As such a large proportion of the fleet was unused at the time of this visit, CTO may wish to consider the validity of reducing the size of the scooter fleet by conducting analysis of scooter 'down time'.

A consequence of this option may be that people who use the service may be offered more restricted availability. CTO would need to consult with those who use the service to discuss this option as it appears that some users like to specify particular scooters. It may be feasible to offer a reduced fleet size, covering the current mix of specifications which customers would need to book in advance.

2) Re-locating the scooter hire service


As CTO have been requested to vacate current premises imminently, with a 3 metre stall space having been offered in the market for a rent cost of £4999 per annum. This space is more visible to users of the market and therefore likely to increase visibility of the service. CTO initially expressed concerns that they would require 2 stall spaces, therefore increasing the cost to £9,998 per annum. If the fleet size was to be reduced, the space requirement would also reduce. The surplus scooters may be able to be sold to contribute to rent costs in the initial year.

		The scooters are for use in the town centre. A small number of disabled parking spaces are available for wheelchair users who can access the town centre by vehicle. It is suggested that wheelchair users may be in a position to use other transport options to access the town centre.
	Impact 2	Proposal
	People on low income	To better understand their financial position in respect of them being in a position to purchase a variety of services to assist them, this may consist of purchasing hours of support from a personal assistant, or accessing local services in a different way.
	Impact 3	Proposal

4b	Have you done, or will you do anything differently, as a result of the EIA?
	It has been identified through discussions that CTO may be able to diversify their offer in Oldham to better align with commissioning intentions. CTO have advised that they have a track record providing patient transfer services in other areas. This may be an area CTO could provide in Oldham that was aligned with current health and care commissioning intentions. Oldham cares will consider future commissioning intentions. The Council has encouraged CTO to better understand the extent to which they are subsidising the services that they provide. The conclusion of this work would enable them to consider the extent of any charging contributions required by people who use the service.
4c	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?
	Through dialogue with CTO about a revised business model and through assessing how many service users who access the service are eligible to receive care services.

Conclusion
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>
The proposal to cease the grant is still recommended and the impact on people who use the service should be assessed. If these people have an assessed care need assessments should be made to determine if adjustments to care packages need to be made. If users of services do not have a care need it is recommended that alternative departments are notified of the change in case they wish to take over the funding or a proportion of the grant costs.

Stage 5: Signature

Role	Name	Date
Lead Officer	Mark Warren	14/12/2018
Approver Signatures	Mark Warren	14/12/2018
		

EIA Review Date:	December 2019
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Responsible Officer :	Glenn Dale
Cabinet Member :	Cllr A Shah
Support Officer :	Carol Brown

BR1 - Section A

Service Area :	Environmental Management
Budget Reduction Title :	Reduction in budget supporting North West in bloom

Budget Reduction Proposal - Detail and Objectives :
<p>The North West in Bloom (NWIB) submission forms part of a wider strategy to regenerate key routes through the Borough and engage with local communities to improve the environment. The work involved is focused on working with local communities both residential and businesses and receives considerable support from the public in general as well as the individuals and communities that come together to support the work. There is considerable benefit in working with schools to increase pupils understanding on litter and wider environmental issues including growing food, the importance of healthy eating and taking a pride in the place where they live. Equally working with older people on shared projects to enable them to come together combating loneliness is important. It is the work with local communities, both residents and businesses, which drives the real benefit and legacy plantings which are derived from the competition. This work enhances the perception of the town centre and key routes in particular, is popular with all visitors and supported by local businesses as it provides an attraction to the town centre and improves the local offer. In addition the work makes a number of key routes memorable as the legacy beds are taken to different points across the borough. The budget also supports the in depth cleaning which forms part of annual overall programme of works.</p> <p>The proposal is to continue with limited floral displays in the town centre however the budget reduction proposed will not enable the wider benefit to our districts removing both the lasting impact of community work and uplift to key routes across the local districts and so removing the opportunity to enter the annual competition. The success of NWIB over the years has been heavily reliant on the contribution of partners for example FCHO actively engage with their residents and local communities to improve an area, an activity which is also supported by their funding of the local gardens competition. Contributions are also in place from local businesses in Spindles/Town Square there is therefore no immediate opportunity evident to mitigate further any reduction in budget.</p>

2018/19 Service Budget and Establishment	£000
Employees	5,935
Other Operational Expenses	5,372
Income	(3,119)
Total	8,188

Current Forecast (under) / overspend	(159)
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Number of posts (Full time equivalent)	213.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(50)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None
Service Delivery
No entry into NW in Bloom delivered.
Future expected outcomes
No engagement with community groups.
Organisation
Reputational impact
Workforce
Staff will be relocated within the service.
Communities and Service Users
Community groups and other organisations that participate in Bloom & Grow each year will be left without the required support to actively become engaged. The town centre and bloom routes will be less attractive which in turn will impact on visitors to the town potentially affecting economic prosperity.
Oldham Cares
None.
Other Partner Organisations
There is every likelihood that without the Council's input into NWIB, partners will no longer wish to fund the elements that they currently fund .

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	Yes
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
A range of businesses that we have Service Level Agreements with.	
Other Council Departments (if yes please specify below)	Yes
Public Health, Education, District teams.	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

A £0.050m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Reputational loss.	Alternative ways of maintaining visual displays within the borough will be explored.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Proposal to be considered for approval.	27 February 2019.
Oldham to be withdrawn from NW in bloom.	Spring 2019.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	07-Nov-2018	14-Feb-2019
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The proposed reduction in Bloom and Grow expenditure will achieve the proposed saving.

Signed RO	15-Oct-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

BR1 - Section A

Service Area :	Environmental Management
Budget Reduction Title :	Charge for full length kerbs in designated areas

Budget Reduction Proposal - Detail and Objectives :

Allow for full length kerbs on graves allocated to one person only within designated areas of the 7 cemeteries. This option although currently unavailable in Oldham is widely available across the country. It is anticipated up to 50 new graves per year could be purchased with the full length kerbs.

2018/19 Service Budget and Establishment	£000
Employees	5,935
Other Operational Expenses	5,372
Income	(3,119)
Total	8,188

Current Forecast (under) / overspend	(159)
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Number of posts (Full time equivalent)	213.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(13)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
None.
Future expected outcomes
None.
Organisation
Income would be generated.
Workforce
None.
Communities and Service Users
There would be an additional choice if families wish to take up this option.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

There is considerable pressure placed upon the Council to remove extended kerbs that have been installed without approval. This pressure would be released which will enable the cemetery to be managed more efficiently.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Maintenance could be more difficult.	A review of the machinery used to maintain the cemeteries will be taken to take into account with regard to the additional obstacles.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Inclusion within fees and charges report.	Early 2019.
Proposal considered for approval.	27 February 2019.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	07-Nov-2018	14-Feb-2019
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The achievement of this proposal will be dependent on the demand for full length kerbs purchased. It is currently estimated that the demand will be sufficient to meet the proposal.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Responsible Officer :	Glenn Dale
Cabinet Member :	Cllr A Shah
Support Officer :	Carol Brown

BR1 - Section A

Service Area :	Environmental Management
Budget Reduction Title :	Reduction in Administrative Support

Budget Reduction Proposal - Detail and Objectives :
<p>The former Parks and cemeteries services administrative staff have been brought together to work from Hollinwood Cemetery. Following a period of cross departmental working we are now in a position where the current staff members are able to fulfil and cover all of the roles that are now required. Under the grounds of efficiency the service is able to operate with 3 administrative posts rather than the current 4. This will have minimal effect on service delivery.</p>

2018/19 Service Budget and Establishment	£000
Employees	5,935
Other Operational Expenses	5,372
Income	(3,119)
Total	8,188

Current Forecast (under) / overspend	(159)
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Number of posts (Full time equivalent)	213.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(18)	0	0
Proposed Staffing Reductions (FTE)	(1.00)	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
There will be minimal effect.
Future expected outcomes
Work allocated may take a little longer to complete during the busier times or when staff are on leave or sick.
Organisation
Minimal impact.
Workforce
Loss of 1 FTE.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A saving will be made in the revenue budget which will be ongoing.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The workload in the team increases making it more difficult to meet expected timescales.	The Registrar and if needs be the Cemetery Manager will step in to assist whist there is increased pressure on the team.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Staff consultation.	14 November 2018 to 14 February 2019.
Post removed from establishment.	April 2019.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
Efficiencies generated from the co-location of administrative staff will enable this proposal to be achieved.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Responsible Officer :	Glenn Dale
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Cabinet Member :	Cllr A Shah
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Support Officer :	Carol Brown
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BR1 - Section A

Service Area :	Environmental Management
Budget Reduction Title :	Reduction in maintenance costs following purchase over hire

Budget Reduction Proposal - Detail and Objectives :

The decision to purchase both fleet and equipment in preference to hire arrangements has delivered savings greater than the initial estimate and therefore this saving can be offered from the operational materials/supplies budget.

2018/19 Service Budget and Establishment	£000
Employees	5,935
Other Operational Expenses	5,372
Income	(3,119)
Total	8,188

Current Forecast (under) / overspend	(159)
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Number of posts (Full time equivalent)	213.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(25)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
NIL.
Service Delivery
NIL.
Future expected outcomes
NIL.
Organisation
NIL.
Workforce
NIL.
Communities and Service Users
NIL.
Oldham Cares
NIL.
Other Partner Organisations
NIL.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

Reduced costs through efficiency management.

Section C

Key Risks and Mitigations:

Risk	Mitigation
N/A	N/A
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Formal approval of proposal.	27 February 2019.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The reduction in costs due to the purchase of equipment rather than hire will enable this proposal to be achieved.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Responsible Officer :	Craig Dale
Cabinet Member :	Cllr A Shah
Support Officer :	Carol Brown

BR1 - Section A

Service Area :	Fleet Management
Budget Reduction Title :	Fleet Savings

Budget Reduction Proposal - Detail and Objectives :
<p>The vehicle purchase programme has released savings over the last 5 years and replacements are now programmed. It is proposed that 4 refuse vehicles will be retained to accommodate the seasonal variance in the collection of green waste. This will reduce reliance on intermittent hire vehicles offering a saving.</p>

2018/19 Service Budget and Establishment	£000
Employees	475
Other Operational Expenses	3,283
Income	(3,881)
Total	(123)

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	13.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(90)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
NIL.
Service Delivery
NIL.
Future expected outcomes
NIL.
Organisation
NIL.
Workforce
NIL.
Communities and Service Users
NIL.
Oldham Cares
NIL.
Other Partner Organisations
NIL.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

Hired vehicles of the type and specification required are difficult to find (sometimes at very short notice) and hired vehicles are more expensive than purchased vehicles. This will provide a cost saving as well as a standardised fleet for the service.

Section C

Key Risks and Mitigations:

Risk	Mitigation
New vehicles not being procured in time.	Continue with short term hire to maintain service.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Purchase of vehicles approved at Capital Investment Programme Board.	Autumn 2018.
Formal approval of proposal.	27 February 2019.
Vehicles delivered.	June 2019.
N/A	N/A

Section D

Consultation Required?	No
------------------------	----

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The Council owns a fleet of 21 Refuse Collection vehicles and supplements this by hiring a further 4 to 6 collection vehicles to meet peak demand (such as for gardening waste). 16 of the current fleet are now almost 7 years old and due for replacement in 2019 and 2020. The proposal is to retain 4 of the better vehicles and use these in place of hiring externally. After necessary maintenance and license fee costs, this would generate an ongoing saving of £0.090m p.a.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Responsible Officer :	Craig Dale
Cabinet Member :	Cllr A Shah
Support Officer :	Carol Brown

BR1 - Section A

Service Area :	Highways Operations - Unity
Budget Reduction Title :	Highways IT and mobile working savings

Budget Reduction Proposal - Detail and Objectives :

The introduction of the new highways system has reduced the paper based systems and will be further improved by the introduction of handheld devices which will reduce the potential for error in the placement of repair works to the highway. This proposal is a reduction in the highways revenue budget to reflect the improved efficiency in the reporting system.

2018/19 Service Budget and Establishment	£000
Employees	188
Other Operational Expenses	10,439
Income	(538)
Total	10,089

Current Forecast (under) / overspend	2
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Number of posts (Full time equivalent)	4.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(20)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
NIL
Service Delivery
NIL
Future expected outcomes
NIL
Organisation
NIL
Workforce
NIL
Communities and Service Users
Improved accuracy of response as GIS enabled reporting now in use.
Oldham Cares
NIL
Other Partner Organisations
NIL

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

As Unity Highways are already using the handheld devices, the work orders and defect information from them is currently only being provided in paper form to the maintenance teams. Once handhelds have been rolled out to the operatives, a more accurate end to end process will be in place with a reduced need for repeat visits due to poor location mapping.

Section C

Key Risks and Mitigations:

Risk	Mitigation
I.T. do not supply the handhelds.	Continue, in the short term, with paper based front end system.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Formal approval of proposal.	27 February 2019.
All handhelds in place and being fully utilised by both Operations and Unity Inspectors - thus realising a full year saving.	April 2019.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
------------------------	----

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The Highways system has now been in operation for over 12 months and is delivering savings to the revenue budget. This savings proposal is achievable.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Responsible Officer :	Neil Crabtree
Cabinet Member :	Cllr A Shah
Support Officer :	Carol Brown

BR1 - Section A

Service Area :	Public Protection
Budget Reduction Title :	Increase in Pest Control Income/Fees

Budget Reduction Proposal - Detail and Objectives :
Given the current take up of the pest control service, it is envisaged that the income target can be increased further by an estimated £0.010m.

2018/19 Service Budget and Establishment	£000
Employees	3,657
Other Operational Expenses	1,738
Income	(3,983)
Total	1,412

Current Forecast (under) / overspend	(91)
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Number of posts (Full time equivalent)	154.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(10)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
No impact.
Service Delivery
No impact.
Future expected outcomes
No impact.
Organisation
No impact.
Workforce
Additional contracts to be sourced with potential to increase activity for each member of staff, which will be closely monitored to ensure workloads remain at an acceptable level.
Communities and Service Users
No impact.
Oldham Cares
No impact.
Other Partner Organisations
No impact.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

Increase in income generating a £0.010m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Unable to gain additional contracts.	Potential clients will be actively pursued.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Formal approval of proposal.	27 February 2019.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
There is a budget of £0.179m for pest control fees in the current financial year. A total of £0.214m was collected in 2017/18. Service users include private citizens, internal Council departments and external corporate clients (including First Choice Homes and Schools). There is a degree of competition within this sector with private sector firms also supplying a similar service. As such, demand is likely to be price elastic i.e. as the price rises the demand for the service will decrease. However, an increase in income of £0.010m is considered achievable.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Responsible Officer :	Peter Wood
Cabinet Member :	Cllr A Shah
Support Officer :	Angela Lees

BR1 - Section A

Service Area :	Soft Facilities Management
Budget Reduction Title :	Additional Bus Lane Enforcement

Budget Reduction Proposal - Detail and Objectives :
<p>The Council proposes implementing further bus lane enforcement to the following areas:</p> <ul style="list-style-type: none"> • Market Street in Shaw – Bus only street • Ashton Road (North bound – Copsterhill Road to King Street) • St Marys Way (Tommyfield) • Ashton Road Northbound (Hathershaw School) • Oldham Road Royton <p>The indicative costs for the installation of the new CCTV camera system including all licences and software support is estimated at £97,920 with annual costs from year two of £18,372 (no charge to year one). It is estimated that the work associated with providing electrical connections, upgrading the highway and the implementation of lines and signs, is estimated at £0.120m for the five sites identified.</p> <p>It is anticipated it would take circa 6 months to implement the works and new CCTV system based on the implementation of previous bus lanes. The legal work associated with updating the Traffic Regulation Orders has already been completed.</p>

2018/19 Service Budget and Establishment	£000
Employees	113
Other Operational Expenses	1,898
Income	(2,088)
Total	(77)

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	3.50
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(132)	(103)	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
Parking Services will negotiate the additional monitoring requirements with NSL the Council's Parking Enforcement Agency.
Future expected outcomes
None.
Organisation
Parking Services will performance manage the additional bus lanes through the NSL contract.
Workforce
None.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	No
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	No
N/A	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	Yes
Transport for Greater Manchester (TfGM)	

Benefits to the organisation/staff/customers including performance improvements

The Council is seen by TfGM to be enforcing bus lanes that were previously constructed but not enforced.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
The level of Penalty Notice Charges (PNC's) issued, reduces below expected income levels.	Regular updates on PNC's issued and action plan developed for any adverse reduction in income generated.
Negative publicity.	Clear communication plan developed.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Proposal considered for approval.	27 February 2019.
Implementation of bus lane enforcement.	Late summer 2019.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	07-Nov-2018	14-Feb-2019
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
Finance comments are included within the additional information section.

Signed RO	19-Oct-2018
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Signed Finance	15-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Additional Information (if required)

The proposal is to install 5 new enforcement camera's at the following bus lane routes around the borough.

Market St in Shaw
Ashton Road (north bound) Copsterhill Road to King St
St Mary's Way Tommyfield
Ashton Road (north bound) Hathershaw School
Oldham Rd Royton

The proposal requires an initial capital outlay of circa £0.218m to cover the purchase and installation of the cameras and the required groundwork / site preparation. (the 1st years licencing and software costs are included in this figure)

It is anticipated that the 5 new cameras will generate circa £0.280m per annum in additional income based on estimated contravention figures of 8,320 PNC's paid at the current average payment rate of £33.62. The estimated contravention figures are based on the current bus lane enforcement cameras in operation.

Ongoing management and maintenance costs have been calculated at circa £0.045m per annum resulting in a net income generation of £0.235m.

	£'000
Income	(280)
Expenditure	45
Net Surplus	(235)

Due to a six month lead-in time the first year option has been calculated at £0.132m increasing to £0.235m in the second full year of operation.

It is anticipated that the initial capital outlay will be funded through unallocated capital resources. However if funding is met through additional prudential borrowing the service will incur annual repayment costs. This will reduce the full year budget option.

Responsible Officer :	Carol Brown
Cabinet Member :	Cllr A Shah
Support Officer :	John McAuley

BR1 - Section A

Service Area :	Street Lighting
Budget Reduction Title :	Revised Performance Standards

Budget Reduction Proposal - Detail and Objectives :
The proposal will bring revised service standards for photometric testing of street lights. Current performance levels in the contract allow for this adjustment with nil-minimal effect.

2018/19 Service Budget and Establishment	£000
Employees	134
Other Operational Expenses	6,490
Income	(2,530)
Total	4,094

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	4.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(11)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
NIL.
Service Delivery
NIL.
Future expected outcomes
NIL.
Organisation
NIL.
Workforce
NIL.
Communities and Service Users
NIL.
Oldham Cares
NIL.
Other Partner Organisations
NIL.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

Reduction in revenue expenditure will support the Council's financial position.

Section C

Key Risks and Mitigations:

Risk	Mitigation
No risks identifiable as the adjustment has a nil effect.	N/A
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Formal approval of proposal.	27 February 2019.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The value of the PFI is approximately £3.450m p.a. (current level of the Unitary Charge element). The Unitary charge pays for the maintenance of the street lighting to an agreed standard within the borough. This includes testing work performed by the contractor to monitor that satisfactory lighting levels are being maintained for lighting equipment (i.e. brightness of apparatus meets the agreed standard set in the PFI). This saving will be achieved by reducing the number of tests performed to a level that is still considered safe and satisfactory. As a result, this saving is achievable.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Responsible Officer :	Peter Wood
Cabinet Member :	Cllr S Fielding
Support Officer :	Roger Frith

BR1 - Section A

Service Area :	Corporate Landlord (including Facilities Management)
Budget Reduction Title :	Property Savings and Accommodation Review

Budget Reduction Proposal - Detail and Objectives :
<p>The Council has a large and diverse property portfolio and significant progress has been made to rationalise the office estate of the Council and make budget savings. This proposal is to address the remainder of the estate and will deliver cost savings, new income and capital receipts. Addressing the opportunities that exist in the remainder of the portfolio requires a fundamental review of the Council's approach to both its property assets and the management of those assets. This review and approach is captured in the Council's Medium Term Property Strategy.</p> <p>Firstly, there is an operational estate with annual running costs of circa £14.000m and a maintenance backlog of £40.000m. Further rationalisation of this estate is required in light of changing service delivery arrangements across the Council and with partners, although it will also will require a more radical property strategy.</p> <p>Secondly there is a non-operational estate that comprises circa 3,250 individual assets producing a net income of £1.000m. These headline figures hide the detail behind the portfolio which includes:</p> <ul style="list-style-type: none"> - A large number of low value, low yielding assets that require rationalisation and in which there are opportunities to generate increased income; - A small number of "pure" investments where the focus should be on maximising income growth and income security and therefore require maintenance and investment to maintain the income stream; and - Community assets treated as investments, but in reality serve a purpose greater than simply income/capital optimisation, although their cost is not explicitly identified.

2018/19 Service Budget and Establishment	£000
Employees	492
Other Operational Expenses	23,856
Income	(18,838)
Total	5,510

Current Forecast (under) / overspend	115
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Number of posts (Full time equivalent)	15.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(500)	(2,000)	(2,000)
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
All Council property (land & buildings) is affected by this proposal.
Service Delivery
The management of Council properties, largely undertaken by Unity Partnership Limited (UPL) will need to change as the portfolio changes.
Future expected outcomes
A smaller more efficient property portfolio with a greater number of categories rather than operational and non-operational, as reflected in the Corporate Property Strategy, aligning more closely with the objectives and priorities of the Council.
Organisation
As property is used to deliver Council services it is an enabler to transformational change within the organisation.
Workforce
As property is used to deliver Council and partner services, any portfolio change will affect staff.
Communities and Service Users
Better identification of assets important to communities in support of the co-operative agenda, including Community Asset Transfer. As property is used to deliver Council services, any portfolio change has the opportunity to improve the experience of service users.
Oldham Cares
The current property portfolio includes properties used by Oldham Cares and any changes to the portfolio may impact on the operations of Oldham Cares.
Other Partner Organisations
In recent years there has been an increase in the co-location of services, this is expected to continue.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	Yes
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
Schools, health, blue light services etc.	
Other Council Departments (if yes please specify below)	Yes
All services.	
Other (if yes please specify below)	Yes
Unity Partnership Limited.	

Benefits to the organisation/staff/customers including performance improvements

Long term revenue savings from a smaller more focused property portfolio.
 Improvements for staff and customers when property is used to facilitate organisational change.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
Decision making too slow to enable the Council to take the benefit from time sensitive investment opportunities.	Review Council decision making arrangements.
Operational estate rationalisation does not take place.	Business case approach to decision making to drive a programme of change.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Property Worksops to review existing estate.	November 2018.
Review Medium Term Property Strategy.	February 2019.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The proposal will be achieved from a reduction in property costs and measures to generate increased income from the Council's investment estate, along with capital receipts from any properties disposed. The Council's Property Rationalisation Programme Board is working on detailed proposals to implement the Medium Term Property Strategy to ensure that the proposals can be met from the 2019/20 financial year onwards.

Signed RO	22-Oct-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	14-Jan-2019

Responsible Officer :	Rebekah Sutcliffe
Cabinet Member :	Cllr S Fielding
Support Officer :	Jonathan Downs

BR1 - Section A

Service Area :	District Partnerships
Budget Reduction Title :	Review of District Working

Budget Reduction Proposal - Detail and Objectives :
<p>There have been significant changes in the overall operating environment since the Council last reviewed district working in 2012/13.</p> <p>The proposal seeks to review the current model of district working in the context of the wider reform agenda, to ensure that we operate in the most effective way to support elected members and to deliver better outcomes for residents.</p> <p>Fundamental to this is the democratic role of elected members who lead on strengthening democracy and civil society. Elected members have a key role to play informing the approach and acting as ambassadors and local commissioners of activity to support the co-operative and Oldham Model.</p> <p>Whilst the primary driver of the review is to ensure the effectiveness of district working going forward, it is anticipated that the review will achieve savings of at least £0.070m and further savings may arise as the review starts to take shape.</p>

2018/19 Service Budget and Establishment	£000
Employees	841
Other Operational Expenses	565
Income	(246)
Total	1,160

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	21.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(70)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None at this stage of the review.
Service Delivery
The proposal seeks to strengthen support to elected members and to deliver better outcomes for residents.
Future expected outcomes
None
Organisation
The proposal seeks to review the current model of district working to ensure that we operate in the most effective way.
Workforce
The proposal will consider the effectiveness of district working in the context of the Oldham model and the wider reform agenda across Greater Manchester.
Communities and Service Users
The proposal seeks to deliver better outcomes for residents.
Oldham Cares
The review of district working will be considered in the context of Oldham Cares.
Other Partner Organisations
The Oldham Partnership are committed to working together as a system, rather than individuals, so that we deliver the Oldham model through effective collaborative working, harnessing the potential of all resources and assets to improve outcomes for people and the place.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Oldham Leadership Board Members	
Other Council Departments (if yes please specify below)	Yes
District Partnership Team	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

The importance of an infrastructure for place-based working has become more complex but with a clear ambition for effective integration and commitment to whole system leadership. Fundamental to this is the democratic role of elected members who lead on strengthening democracy and civil society. Elected members have a key role to play informing the approach and acting as ambassadors and local commissioners of activity to support the co-operative and Oldham Model.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Key risks will be developed as part of the project plan for the review.	N/A
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Completion of review.	End of January 2019.
Budget proposal to be considered for approval.	27 February 2019.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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Section E

Finance Comments
The review of District Working is primarily focused on the effectiveness of the service it is however proposed that a financial saving of at least £70k will be delivered as part of the review, which if completed within the anticipated timeframe will be in place to be fully realised in 2019/20.

Signed RO	19-Oct-2018
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Signed Finance	19-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	14-Jan-2019

	Reference:	REF-BR1-248
Responsible Officer	Rebekah Sutcliffe	
Cabinet Member:	Cllr S Fielding	
Support Officer	Jonathan Downs	

Equality Impact Assessment Tool

Service Area:	District Partnerships
Budget Reduction Title:	Review of District Working

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?
	The District Partnerships
1b	What is the project, policy or proposal?
	The proposal seeks to review the current model of district working to ensure that we operate in the most effective way to support elected members and to deliver better outcomes for residents.
	Fundamental to this is the democratic role of elected members who lead on strengthening democracy and civil society. Elected members have a key role to play informing the approach and acting as ambassadors and local commissioners of activity to support the co-operative and Oldham Model.
	It is anticipated that the review will achieve savings of at least £70k and further savings may arise as the review starts to take shape.
	We will continue to revisit the EIA as the District review develops, ensuring any potential equality impacts are identified.
1c	What are the main aims of the project, policy or proposal?
	<ul style="list-style-type: none"> To consider district working in the context of the wider reform agenda, to ensure we operate in the most effective way to support elected members and to deliver better outcomes for residents. To consider how elected members can be supported in their role as democratic leaders, and in particular at a place based level. To review the effectiveness of District Executives in the context of meaningful local democratic engagement, devolved decision making and support for elected members to secure local democratic engagement and strong community leadership. To review how we gather insight and intelligence from Elected Members and residents at a place based level to inform improved outcomes for residents through commissioning, service delivery and community action.
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?
	There would be no detrimental impact to communities or specific groups.
	The proposal will seek to strengthen district working arrangements, supporting elected members and delivering better outcomes for residents.

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or 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?				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input type="checkbox"/>
		No <input checked="" type="checkbox"/>

1h	How have you come to this decision?
	<p>There is no detrimental impact to communities or specific groups.</p> <p>When outlining the proposal in the BR1 form it was identified that there was a potential negative impact on <i>people on low incomes</i>. However, during the Stage 1 EIA process this impact had been mitigated, so it was not necessary to complete a full EIA.</p>

Stage 5: Signature

Role	Name	Date
Lead Officer	Jonathan Downs	12/12/18
Approver Signatures	Rebekah Sutcliffe	12/12/18

EIA Review Date:	December 2019
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Responsible Officer :	Lewis Greenwood
Cabinet Member :	Cllr S Fielding
Support Officer :	Lewis Greenwood

BR1 - Section A

Service Area :	Executive Support
Budget Reduction Title :	Review of Executive Support Function and non pay budgets

Budget Reduction Proposal - Detail and Objectives :
<p>A review of the functions and non pay budgets of the Executive Support Team has been undertaken, taking into account priorities and alignment of the Senior Management Team and Executive Members of the Organisation. The Executive Support Team is aligned to the Senior Management structure of the Organisation and this review has realised a saving of £0.030m.</p>

2018/19 Service Budget and Establishment	£000
Employees	593
Other Operational Expenses	194
Income	(772)
Total	15

Current Forecast (under) / overspend	(21)
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Number of posts (Full time equivalent)	16.80
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(30)	0	0
Proposed Staffing Reductions (FTE)	(1.00)	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
There is no impact on property.
Service Delivery
There is no impact on service delivery.
Future expected outcomes
N/A
Organisation
The service model is aligned to the Organisational structure and therefore there is no impact.
Workforce
There is no impact on the workforce.
Communities and Service Users
N/A
Oldham Cares
There is no impact on Oldham Cares.
Other Partner Organisations
There is no impact on other partner organisations.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

The service aligns with the Senior Management Structure and so it ensures that the service and the Council continues to deliver in line with its co-operative objectives.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The service has been operating under this model for a period of time and therefore there is no risk on this proposal.	The role and function of the team will address organisational and senior management priorities.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Consulation in line with S188 notice.	Until Thursday, 14 February 2019.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The staffing review in the Executive Support Team will deliver a budget reduction on an ongoing basis of £0.030m per annum for 2019-20 onwards.

Signed RO	17-Sep-2018
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Signed Finance	18-Sep-2018
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	14-Jan-2019

Responsible Officer :	Rebekah Sutcliffe
Cabinet Member :	Cllr S Fielding
Support Officer :	Lewis Greenwood

BR1 - Section A

Service Area :	Policy
Budget Reduction Title :	Review of Design and Assurance

Budget Reduction Proposal - Detail and Objectives :
<p>It has been agreed that a design and assurance function will be established which will strengthen our co-operative culture to enable a whole system approach to design, innovation and change in order to deliver the priorities of the Oldham Model. The function will develop systems, governance and provide support to improve service delivery across all parts of the internal and external 'system'. This is to include a commissioning and reporting relationship with Unity Partnership Limited giving greater visibility and assurance on all change projects, investment and change capacity across the Organisation.</p> <p>The following services are key to ensure that this function is delivered effectively:</p> <ul style="list-style-type: none"> - Strategy, Partnerships and Policy (excluding Executive Support) - Communications and Marketing - Business Intelligence - Transformation Programme Management Office <p>A review of the broader change functionality across the Organisation, including the services above and Unity Partnership, is to be undertaken with any proposed structural changes being developed and proposed through extensive consultation with staff and stakeholders.</p> <p>Within the services included above, there are currently 72.5 FTE's with a combined service budget of £2.700m.</p> <p>Further detail is included in additional information.</p>

2018/19 Service Budget and Establishment	£000
Employees	2,677
Other Operational Expenses	502
Income	(478)
Total	2,701

Current Forecast (under) / overspend	44
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Number of posts (Full time equivalent)	72.50
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(250)	(250)	0
Proposed Staffing Reductions (FTE)	(10.00)	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
It is not yet known if, what any, impact there will be on property however it is envisaged that this will be minimal.
Service Delivery
The impact of service delivery will be considered as options are developed however, with a design and assurance function in place, service delivery will improve and will ensure there is even greater visibility and assurance on all change projects, investment and change capacity across the Organisation.
Future expected outcomes
In terms of services, outcomes are expected to be improved through development of this function, as the review of the functions within the team will align to current and future business plans and will have strong connectivity to the Oldham Model.
Organisation
Through the Senior Management Team, the Organisation is aware that a Strategic Design Authority Board has been established which provides strategic oversight to change projects, investment and change capacity across the Organisation.
Workforce
This is to be considered as specific options in relation to the function are developed.
Communities and Service Users
N/A at this stage.
Oldham Cares
It is not intended to include Oldham Cares within this review at this stage however, opportunities for joint working with Oldham Cares will be explored.
Other Partner Organisations
N/A

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	No
Schools	No
Trade Unions	Yes
External Partners (if yes please specify below)	No
N/A	
Other Council Departments (if yes please specify below)	Yes
Services across the Organisation who undertake change delivery	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

The review would ensure that there is greater visibility and assurance on all change projects, investment and change capacity across the Organisation. The functions will reflect and align to corporate priorities, providing greater insight into the effectiveness of support services and of operational delivery, ensuring the council continues to deliver service improvement in line with corporate objectives.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
Potential of capacity issues will be identified through options proposed.	The role and function of the services included will align with and address corporate priorities and requirements.
Potential redundancies resulting in knowledge and skills gap within each of the services.	Through any consultation process, there will be a clear matrix in place which sets out the knowledge and skills required in order to deliver the design and assurance function.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Engagement with Leadership Star Chamber and Senior Management Team.	November 2018
Engagement and consultation with staff and trade unions.	In line with the S188 notice.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The proposal is to generate a full year saving of £0.500m p.a. through the creation of a Design and Assurance function, the saving will be delivered in two tranches of £0.250m in each of 2019/20 and 2020/21.
Please see additional information.

Signed RO	17-Oct-2018
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Signed Finance	16-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	14-Jan-2019

Additional Information (if required)

Organisational benefits continued:

The design and assurance function will also hold responsibility for gathering insight to intelligence about our population to inform effective commissioning.

Of the 72.5 posts across the services, it should be noted that 16 posts are either fixed term or temporary and funded from service budgets or the Transformation reserve and therefore, the actual number of permanent members of staff funded from service base budgets is 56.5.

In order to ensure the design and assurance function is fit for purpose, consideration will be given to the overall capacity and capability required across the services including Unity Partnership to effectively deliver the Design and Assurance function. Any potential structural changes will be developed through engagement and consultation with staff, stakeholders and trade unions. Opportunities for joint working and sharing capacity across existing teams will be fully explored.

Specific and detailed proposals will be developed in consultation with staff, stakeholders and trade unions and in doing so, it is recognised that in pursuing efficiencies there will be a resulting reduction in the number of FTE's across the services.

In order to achieve the full savings target, it is proposed that the combined service budget would see a reduction of £0.230m over the two financial years. In addition, a review will be undertaken looking at the total amount of spend on consultants and change programmes across the Organisation.

As part of achieving this saving, the following proposals are to be considered:

- £2,500 reduction in non-pay budget of Strategy, Partnerships and Policy
- discontinue the Council's membership of LGIU - £10,000.

- A review of the form and function of the Communications, Business Intelligence and Transformation PMO will be undertaken where it is envisaged that there could be a reduction of up to ten FTE's.

Further work is to be developed in order to achieve the remaining £0.270m over the next two years. This work will look to reduce the spend on consultants and external resources across the Organisation.

Finance Comments (Continued)

As part of the proposal the combined service budgets of Strategy, Partnerships and Policy (excluding Executive Support, Communications and Marketing, Business Intelligence and Transformation Programme Management Office) would see a reduction of £0.230m over the two financial years - £0.115m in 2019/20 and £0.115m in 2020/21. Further work is to be developed in order to achieve the remaining £0.270m over the next two years. This work will look to reduce the spend on consultants and external resources across the Organisation and will deliver a reduction of £0.135m in 2019/20 and an additional £0.135m in 2020/21.

The proposed reduction cuts across a number of Council Services and is still in the development phase, with further work being required to fully scope and cost the proposal to ensure successful implementation.

Responsible Officer :	Sheena Macfarlane
Cabinet Member :	Cllr P Jacques
Support Officer :	Andy Cooper

BR1 - Section A

Service Area :	Heritage Libraries and Arts
Budget Reduction Title :	Oldham Library and Lifelong Learning Service - ICT Services

Budget Reduction Proposal - Detail and Objectives :
<p>The transfer of the ICT managed service from Allied to Unity has generated a headline annual saving of £0.264m. After charging the revised service fee, aligning the library PFI budget, financing capital expenditure of £0.245m through prudential borrowing and making provision for equipment refresh there is a potential saving of circa £0.070m per annum. The saving for 2018/19 will be retained within the service to deal with any unforeseen costs or gaps in the level of service contained within the agreed initial fee. Assuming no additional call is required, a budget reduction of £0.070m is available in 2019/20.</p>

2018/19 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	3,279
Income	(1,803)
Total	1,476

Current Forecast (under) / overspend	(106)
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Number of posts (Full time equivalent)	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(70)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
None.
Future expected outcomes
None.
Organisation
None.
Workforce
None.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Unity Partnership Limited.	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

In addition to generating a budget reduction, the headline saving has enabled the overall library PFI budget to be realigned, facilitated capital expenditure to upgrade the current equipment and provide better facilities for users. In addition, the creation of a refresh fund provides an element of 'future proofing' by making available resources to deal with future upgrades and equipment replacement.

Section C

Key Risks and Mitigations:

Risk	Mitigation
If the revised service fee is substantially lower than the original charge, there is a risk that the revised charge does not cover all of the services previously provided by Allied. Increased charges will reduce the potential saving.	The saving generated within 2018/19 will be retained within the service, specifically to deal with any such issues.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Review the 2018/19 monitoring reports and final outturn expenditure (and service performance) to determine the availability of the proposed saving in 2019/20.	Review periodic monitoring reports (months 6, 8 and 9) and final outturn expenditure in April 2019.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The savings proposal forms part of the delegated decision made in June 2018. The budget reduction of £0.070m is based on an estimated saving after a number of other calls have been made against the headline saving of £0.264m. The main risk being that the renegotiated ICT service charge does not cover the full range of services previously provided and that additional charges will need to be incurred. Mitigations are however in place to deal with this risk.

Signed RO	31-Aug-2018
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Signed Finance	31-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr P Jacques	14-Jan-2019

Responsible Officer :	Sheena Macfarlane
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Cabinet Member :	Cllr P Jacques
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Support Officer :	Sheena Macfarlane
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BR1 - Section A

Service Area :	Heritage Libraries and Arts
Budget Reduction Title :	Reduction in library casual staff budget

Budget Reduction Proposal - Detail and Objectives :

Delph Library is run by a Community Association and since April there has been a phased withdrawal of library staff support and there are now sufficient volunteers to deliver the offer at Delph. The proposal is therefore for a reduction in the budget for casual staff equivalent to 20 hours per week for casual library assistants at Delph library.

There will be no impact on Library staff as permanent staff will be redeployed to relieve pressure at other library sites.

2018/19 Service Budget and Establishment	£000
Employees	1,594
Other Operational Expenses	482
Income	(345)
Total	1,731

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	57.13
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(10)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
None. Delph Library will still be provided with resources, training and professional staff support.
Future expected outcomes
None.
Organisation
None.
Workforce
Staff currently working at Delph will be re-deployed to other libraries.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Delph Community Association	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

A £0.010m contribution to the achievement of the 2019/20 budget reduction target.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
The switch to volunteer-only staffing may impact on the quality of service delivery.	The phased withdrawal over time allows for any such impact to be managed and addressed.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Delph Community Association informed and staff briefed	November 2018.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The proposal is for a saving equivalent to 20 hours per week in the budget for casual library staff, equating to £9,461 p.a. There would appear to be minimal risk in the delivery of this option.

Signed RO	18-Oct-2018
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Signed Finance	31-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr P Jacques	14-Jan-2019

Responsible Officer :	Sheena Macfarlane
Cabinet Member :	Cllr P Jacques
Support Officer :	Sheena Macfarlane

BR1 - Section A

Service Area :	Heritage Libraries and Arts
Budget Reduction Title :	Reduction in grants to cultural organisations

Budget Reduction Proposal - Detail and Objectives :
Historically the Coliseum Theatre (OCT) and Saddleworth Museum & Arts Gallery (SMAG) have received grants from Oldham Council to support their organisations. OCT receives £145,550 p.a. and SMAG £23,000 p.a. There is no formal agreement in place with OCT but an annual agreement is made with SMAG. The grants are given for general funding purposes and are not aligned with any specific outcomes. These amounts have been maintained at this level over the last 10 years. The proposal is to continue with the grants but reduce them by 5%.

2018/19 Service Budget and Establishment	£000
Employees	852
Other Operational Expenses	332
Income	(36)
Total	1,148

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	25.52
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(9)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None
Service Delivery
None
Future expected outcomes
None
Organisation
None
Workforce
None
Communities and Service Users
None
Oldham Cares
None
Other Partner Organisations
Both the Coliseum Theatre and Saddleworth Museum would be expected to bridge the funding gap.

Who are the key stakeholders?

Staff	No
Elected Members	Yes
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Coliseum Theatre and Saddleworth Museum	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

A £0.009m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Relationship with partner organisations deteriorates and organisations are unable to meet funding gap.	Council continues to support both organisations with grant funding, joint working and involvement in other opportunities that arise.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Both organisations have been notified of the saving proposal.	Autumn 2018.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	07-Nov-2018	14-Feb-2019
Other	not applicable	not applicable

Equality Impact Screening

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

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

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The saving will be achieved by a 5% reduction in the grants made to OCT and SMAG, a £0.009m reduction in grants totalling £0.169m, it is anticipated that the reduction will be achieved in full.

Signed RO	18-Oct-2018
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Signed Finance	16-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr P Jacques	14-Jan-2019

Additional Information (if required)

The Coliseum Theatre also hold the lease from the Council on their current premises on the basis of a peppercorn rent. The Council will continue to be responsible for any current and future theatre premises.

Saddleworth Museum have recently opened to the public following a period of refurbishment which was funded by HLF and funds raised by the Museum Trust. Additional temporary HLF funds and staff are in place to support rebuilding audiences following the period of closure. This includes funding for an Activity Plan and an Education Officer for a time limited period.

Responsible Officer :	Sheena Macfarlane
Cabinet Member :	Cllr P Jacques
Support Officer :	Sheena Macfarlane

BR1 - Section A

Service Area :	Heritage Libraries and Arts
Budget Reduction Title :	Reduction in Business Support Staff for Oldham Music Service

Budget Reduction Proposal - Detail and Objectives :
<p>In recent years Oldham Music Service has made £0.045m savings and currently brings in through fees and charges and Arts Council Music Hub grant approximately 90% of the total operating cost of the service (including recharges and depreciation). There are 3 fte Business Support Officers, 1 fte Bursar and an Administration Apprentice supporting the delivery of a highly cost-effective, income-generating service. The proposal is to reduce the level of business support by 1 fte.</p>

2018/19 Service Budget and Establishment	£000
Employees	1,329
Other Operational Expenses	125
Income	(1,681)
Total	(227)

Current Forecast (under) / overspend	43
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Number of posts (Full time equivalent)	32.34
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(24)	0	0
Proposed Staffing Reductions (FTE)	(1.00)	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None
Service Delivery
None
Future expected outcomes
None
Organisation
The service will have to redistribute tasks and responsibility amongst the team and/or consider working differently.
Workforce
Reduction in staff posts by 1fte is likely to incur redundancy costs.
Communities and Service Users
None
Oldham Cares
None
Other Partner Organisations
None

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A £0.045m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The service is less able to invoice and track payments resulting in loss of income.	Redistribution of tasks and responsibilities amongst the team and review of admin processes.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Affected staff have been notified of the savings proposal.	November 2018.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The Music Service is a traded service, and is currently forecast to overspend by £0.043m in 2018/19. The proposal is to reduce business support by 1 FTE, which it is anticipated can be fully achieved in 2019/20. There does however remain the issue of other pressures within the service for which management action is in train.

Signed RO	18-Oct-2018
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Signed Finance	16-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr P Jacques	14-Jan-2019

Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr A Shah
Support Officer :	Katrina Stephens

BR1 - Section A

Service Area :	Public Health (Client and Delivery)
Budget Reduction Title :	Get Oldham Growing

Budget Reduction Proposal - Detail and Objectives :
<p>Get Oldham Growing is a public health funded community engagement programme launched in April 2014 which aims to work with communities and individuals across Oldham around food – growing, cooking and healthy eating – building skills, supporting entrepreneurship and addressing the wider determinants of physical and mental health such as social connections, physical activity and feelings of achievement.</p> <p>This proposal would reduce the overall budget for the programme through:</p> <ul style="list-style-type: none"> - Not renewing the contracts for two health ambassador posts (due to end December 2018 and March 2019). The health ambassadors support community groups and individuals and provide wider health messages. (£0.024m) - Ending the Growing Entrepreneurs programme which provides support for growing in schools. (£0.010m) - Reducing financial support for Alexandra Park growing hub. (£0.016m)

2018/19 Service Budget and Establishment	£000
Employees	45
Other Operational Expenses	67
Income	(0)
Total	112

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	1.48
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(50)	0	0
Proposed Staffing Reductions (FTE)	(0.88)	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None
Service Delivery
Reduced direct support for community groups and schools to establish and run growing activities/projects.
Future expected outcomes
Potential impact on health outcomes, as growing has a positive impact on physical and mental health and wellbeing.
Organisation
Get Oldham Growing has been a high profile, award winning, programme, therefore reduction in programme funding may generate adverse publicity.
Workforce
Loss of 2 fixed term health ambassador posts, and reduced funding for the coordinator post may mean that the contracted hours for this post has to be reduced.
Communities and Service Users
Reduced direct support for community groups and schools to establish and run growing activities/projects.
Oldham Cares
Potential impact on health outcomes, as growing has a positive impact on physical and mental health and wellbeing.
Other Partner Organisations
Reduced direct support for community groups and schools to establish and run growing activities/projects.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	No
Schools	Yes
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
Voluntary and community sector	
Other Council Departments (if yes please specify below)	Yes
Environmental Services	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

This proposal will contribute to the achievement of the budget reduction target for 2019/20.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
Fewer growing projects are established as a result of loss of health ambassador posts and growing entrepreneur scheme.	Please see additional information.
Reduced investment in physical infrastructure/assets of the growing hubs will mean the network of growing hubs cannot be developed further.	Please see additional information.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Discuss impact of reduction in funding for Alexandra Park hub and agree a way forward to minimise impact.	November 2018
Schools notified of changes to growing entrepreneur scheme.	December 2018
Programme plans for 2019/20 developed focusing on developing skills and building sustainability through the provision of training and support for growing in Oldham.	January 2019
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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Section E

Finance Comments
The proposal is to reduce the Public Health funded contribution towards Get Oldham Growing by £0.050m across a range of measures; - Not renewing the contracts for two health ambassador posts (£0.024m), ending the Growing Entrepreneurs programme (£0.010m) and reducing financial support for Alexandra Park growing hub (£0.016m). Notwithstanding the risks identified it is anticipated that the reduction can be delivered in full.

Signed RO	19-Oct-2018
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Signed Finance	16-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Additional Information (if required)

Risk Mitigation 1

Support will continue to be available through the four existing growing hubs, and through training and other events organised by Get Oldham Growing. Alternative mechanisms for supporting schools will be explored including a network of schools interested in growing to provide mutual support and the development of volunteer growing champions to support schools.

Risk Mitigation 2

The programme will focus on supporting the development of growing skills and building sustainability, as well as providing support for groups wishing to establish growing projects/hubs to access alternative funding sources. In addition the programme will work alongside other linked programmes, such as Growing Oldham Feeding Ambition, to ensure best use of available resources to support growing in Oldham.

	Reference:	REF-BR1-234
Responsible Officer	Katrina Stephens	
Cabinet Member:	Cllr A Shah	
Support Officer	Katrina Stephens	

Equality Impact Assessment Tool

Service Area:	Public Health (Client and Delivery)
Budget Reduction Title:	Get Oldham Growing

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?				
	Get Oldham Growing is a public health funded community engagement programme launched in April 2014 which works with communities and individuals across Oldham around food – growing ,cooking and healthy eating – building skills , supporting entrepreneurship and addressing the wider determinants of physical and mental health such as social connections, physical activity and feelings of achievement.				
1b	What is the project, policy or proposal?				
	Reduction in funding to the Get Oldham Growing programme.				
1c	What are the main aims of the project, policy or proposal?				
	To reduce funding to the programme supporting the achievement of the Council's savings plan for 2019/20				
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?				
	The proposal could have a detrimental effect on users of the service including families, children and young people, older people, socially isolated people, people from certain ethnic groups and people on low incomes.				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
	Groups with particular faiths or beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
People who are socially isolated	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	

		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None/ Minimal		Significant	
		<input type="checkbox"/>		X	
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 X			
		No <input type="checkbox"/>			
1h	How have you come to this decision?				
	Through agreeing potential areas of funding reductions with colleagues in Environmental Services and Public Health.				

Stage 2: What do you know?

What do you know already?	
<p>The proposal is to reduce funding to the Get Oldham Growing programme by :</p> <ol style="list-style-type: none"> 1. Not renewing the contracts for two health ambassador posts – the health ambassadors support community groups, schools and individuals in growing, walking and other health related activities and provide wider health messages – ending these contracts will end this support. Potentially fewer growing projects will be established and existing projects will receive less support. 2. Ending the Growing Entrepreneur programme which provides support for growing in schools – this will reduce the support for development of growing projects within schools and will reduce the opportunity for children and young people to develop personal, social and entrepreneurial skills. 3. Reducing financial support for the Growing Hub at Alexandra Park – this will affect the service provided by the Hub and could provide less support to children and young people, people who are socially isolated, people on low incomes and people from certain ethnic groups. 	
What don't you know?	
<p>The full numbers of those who might be affected. However, figures from the Alexandra Park Hub for 2017/18 show there were 468 participants within this period, 186 from the 0-24 age range.</p> <p>Of these participants 186 were aged 0-24, 161 were aged 25-64 and 26 were over 65. In terms of gender 185 attendees were male, 245 were female. Many people attending the Hub did not identify their ethnicity of those who did 11 were White British, 9 were Asian Bangladeshi & 16 identified as Asian Pakistani.</p> <p>With reduced support for the Hub it is likely these figures will reduce.</p>	
Further Data Collection	

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

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

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

3a	Who have you consulted with?	
	Environmental Services staff, Interim Director of Public Health We have no plans to consult further at the moment.	
3b	How did you consult? (include meeting dates, activity undertaken & groups consulted)	
	Meeting between public health and environmental services 10/10/18 The meeting was between the Interim Director of Public Health – Katrina Stephens and Euey Madden, Greenspace Manager.	
3c	What do you know?	
	Case studies have been gathered showing the positive benefits of attending the Alexandra Park Hub, figures have also been gathered at the Hub and from work with the Health Ambassadors showing their impact. Statistics from the Alexandra Park Hub include the Health Ambassadors, it is not possible to pull out statistics for the Health ambassadors only.	
3d	What don't you know?	
	Although some funding will be removed from Alexandra Growing Hub GOG still intends to support the Hub financially in future years although at a reduced level.	
3e	What might the potential impact on individuals or groups be?	
	Generic (impact across all groups)	
	Disabled people	
x	Particular ethnic groups	A person who attended the Alexandra Park Hub have said " Coming with my husband has helped him with his mental health, gets him out of the

		house, socialising, improving his English, and when we all come to Hub Explorers its helps us bond with the family. My children learn all about growing and it encourages them to eat fresh organic produce. We feel healthier as we are eating more fruit and veg.” Reduction in support for the Hub and health ambassadors could reduce the benefits and reach of this work.
	Men or women (<i>include impacts due to pregnancy / maternity</i>)	
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
x	People on low incomes	As well as support with growing Alexandra Park Hub offers support around healthy eating and has developed a recipe book of healthy food on a budget. Reduction in support for the Hub and health ambassadors could reduce the benefits and reach of this work.
x	People in particular age groups	People who have attended the Alexandra Park hub said “ Initially I came as a volunteer for myself, but now come with my daughter...It’s good for my daughter- the experience. It’s about getting out in the fresh air, the walk and keeping active. It is beneficial for us both to get out of the house, be more active- good father and daughter time” Reduction in support for the Hub and health ambassadors could reduce the benefits and reach of this work. Children and young people would be particularly affected by the removal of the Growing Entrepreneur scheme because an opportunity to learn about growing and developing entrepreneurial skills would no longer exist.
	Groups with particular faiths and beliefs	
	Other excluded individuals (<i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i>)	The Growing Hubs and the activities the health ambassadors carry out support connections between people and groups of people, lessening social isolation. Reduction in support for the Hub and health ambassadors could reduce the benefits and reach of this work.

Stage 4: Reducing / Mitigating the Impact

4a	What can be done to reduce or mitigate the impact of the areas you have identified?	
	Impact 1	Proposal
	Not renewing contracts	Support will continue to be available to local residents through the 4 existing growing hubs and their volunteers and through training and other events organised by Get Oldham Growing although this will be limited. The community – run Food Network offers some mutual support to growing sites though the capacity to increase this may be limited as this is run by volunteers who may have limited capacity.
	Impact 2	Proposal
	Ending the Growing Entrepreneur scheme	Alternative mechanisms for supporting schools will be explored including developing a network of schools interested in growing to provide mutual support and the development of volunteer growing champions to support schools. Schools will also be signposted towards other sources of support and funding such as Green Dividend and Action Together.
	Impact 3	Proposal
	Reducing support to the Alexandra Park hub.	Support will continue to be available to local residents through the 4 existing growing hubs and through training and other events organised by Get Oldham Growing although this will be limited. The Get Oldham Growing programme will focus on supporting the development of growing skills and building sustainability as well as providing support for groups wishing to establish growing projects/ hubs to access alternative funding sources. In addition the programme will work with other linked programmes, such as Growing Oldham Feeding Ambition, to ensure the best use of available resources to support growing and community development in Oldham.

4b	Have you done, or will you do anything differently, as a result of the EIA?	
	The focus of the programme will change from providing direct support to more signposting. The programme will change from employing staff to encouraging increasing role of volunteers and residents.	
4c	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
	Statistics from the Alexandra Park Hub will continue to be gathered and will pick up a reduction in numbers.	

Conclusion

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

Reduction in support for community level growing and walking could lead to people doing less physical activity, less connections being made between people and less support for schools. This will have an impact on children, families and the general public particularly those on low incomes.

However, support will continue to be available to local residents through the 4 existing growing hubs and through training and other events organised by Get Oldham Growing although this will be more limited than current provision.

The Get Oldham Growing programme will focus on supporting the development of growing skills and building sustainability as well as providing support for groups wishing to establish growing projects/ hubs to access alternative funding sources. In addition the programme will work with other linked programmes, such as Growing Oldham Feeding Ambition, to ensure the best use of available resources to support growing and community development in Oldham.

Alternative mechanisms for supporting schools will be explored including developing a network of schools interested in growing to provide mutual support and the development of volunteer growing champions to support schools.

Stage 5: Signature

Role	Name	Date
Lead Officer	Anne Fleming	11/12/18
Approver Signatures	Katrina Stephens	11/12/18

EIA Review Date:	December 2019
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BR1 - Section A

Service Area :	Chief Executive Management
Budget Reduction Title :	Corporate Priorities

Budget Reduction Proposal - Detail and Objectives :

To reduce the level of non-pay budget held within the corporate priorities budget.

2018/19 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	432
Income	(0)
Total	432

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(75)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
There will be no impact on property.
Service Delivery
There will be no impact on service delivery.
Future expected outcomes
N/A
Organisation
There will be no impact on the organisation.
Workforce
There will be no impact on the workforce.
Communities and Service Users
There will be no impact on the community or service users.
Oldham Cares
There will be no impact on Oldham Cares.
Other Partner Organisations
There will be no impact on other partner organisations.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A £0.075m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
There is an urgent requirement for investment in a corporate priority for which resources cannot be identified.	There has been an assessment of the likely requirement for investment in corporate priorities which indicates that there are sufficient unallocated reserves to meet any requirement.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Presented to Council for approval.	27 February 2019.
Implementation.	April 2019.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
There are sufficient unallocated reserves to meet reasonable demands for investment in Corporate Priorities.

Signed RO	26-Oct-2018
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Signed Finance	29-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	14-Jan-2019

Responsible Officer :	Paul Entwistle
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Cabinet Member :	Cllr S Fielding
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Support Officer :	Elizabeth Drogan
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BR1 - Section A

Service Area :	Democratic and Civic Services, Legal
Budget Reduction Title :	Constitutional & Civic and Political support services restructure

Budget Reduction Proposal - Detail and Objectives :

The budget reduction proposal is in relation to a restructure of the Constitutional Services and the Civic and Political support teams. The restructure has identified a budget reduction of £0.030m. The proposal involves consultation with affected staff.

The objective of the restructure is to provide greater resilience and efficiency in the teams and also to achieve a level of savings for the 2019-20 budget process.

2018/19 Service Budget and Establishment	£000
Employees	443
Other Operational Expenses	1,250
Income	(16)
Total	1,677

Current Forecast (under) / overspend	(115)
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Number of posts (Full time equivalent)	12.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(30)	0	0
Proposed Staffing Reductions (FTE)	(2.00)	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
The proposals will lead to greater resilience in the respective teams.
Future expected outcomes
Ensuring services for members are delivered seamlessly and with a greater level of support available.
Organisation
The proposals will lead to greater resilience in the respective teams.
Workforce
The restructure involves the deletion of vacant posts which will have limited impact on the workforce.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
The impact of the CCG and the Mayoral Committee will be limited.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	No
Schools	Yes
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
CCG	
Other Council Departments (if yes please specify below)	Yes
Unity Partnership Limited	
Other (if yes please specify below)	No
None	

Benefits to the organisation/staff/customers including performance improvements

Contribution towards budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Members satisfaction with the revised arrangements.	The continuity of existing staff will mitigate any associated risks.
None	None
None	None

Key Development and Delivery Milestones:

Milestone	Timeline
Staff and Trade Union consultation.	November 2018.
Implementation of the structure including ring fenced interviews.	April 2019.
None	None
None	None

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The staffing review in the Constitutional Services and the Civic and Political Support teams will deliver a budget reduction on an ongoing basis of £30k per annum for 2019/20 onwards.

Signed RO	18-Oct-2018
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Signed Finance	13-Sep-2018
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	14-Jan-2019

Responsible Officer :	Samantha Smith
Cabinet Member :	Cllr A Jabbar
Support Officer :	Samantha Smith

BR1 - Section A

Service Area :	Corporate
Budget Reduction Title :	Fees and Charges additional income

Budget Reduction Proposal - Detail and Objectives :

Each year the Council undertakes an exercise to review Fees and Charges to the public.

The exercise generally increases charges by inflation to ensure costs are recovered and in some cases deliver a surplus. A detailed schedule of proposed fees and charges is presented for approval as an Appendix to the main budget report. It is anticipated that additional income of £0.020m can be generated, over and above that already included in service budgets (except where a service has an anticipated adverse income variance in which case the proposed increase will address the base budget position).

This proposal is cross-cutting over all Council Services that receive fees and charges income.

2018/19 Service Budget and Establishment	£000
Employees	18,258
Other Operational Expenses	13,060
Income	(20,907)
Total	10,411

Current Forecast (under) / overspend	940
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Number of posts (Full time equivalent)	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(20)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
N/A
Service Delivery
The budgets of services which make charges have been reviewed and increases to fees and charges have been applied where applicable.
Future expected outcomes
No reduction in service use is anticipated.
Organisation
The organisation will continue to operate as it currently does. Charges will be increased having regard to market intelligence.
Workforce
No change with this proposal.
Communities and Service Users
It is anticipated that there will be no reduction in service use and increases in charges will be commensurate with inflationary increases or (where appropriate) charges made by competitors.
Oldham Cares
No impact expected.
Other Partner Organisations
No impact expected.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

An increase in revenue income to support the Council's 2019/20 budget.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
Reduction in income arising from reduced service use.	Revisions to fees and charges have regard to market intelligence and are likely to be individually small changes.
Reduction in business demand arising from an increase in fees and charges.	An ongoing review of income will be undertaken on a service by service basis and fees and charges can be amended in year if required.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Initial review of fees and charges and market data (finance and services).	Late Summer / Autumn 2018.
Finalisation of fees and charges prior to consultation with services.	Early October 2018.
General consultation on revised fees and charges with services.	October to December 2018.
Approval (27 February 2019) followed by implementation of revised fees and charges.	Implementation: April 2019 for most but education/ schools related charges applied from September 2019 (start of the 2019/20 academic year).

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	01-Oct-2018	21-Dec-2018

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
It is currently anticipated that this proposal can be delivered by an increase to the Council's fees and charges.

Signed RO	15-Oct-2018
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Signed Finance	06-Dec-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

BR1 - Section A

Service Area :	Corporate
Budget Reduction Title :	Supplies and Services

Budget Reduction Proposal - Detail and Objectives :

It is proposed to apply a cross cutting budget reduction to general supplies and service mainstream controllable budgets at a total of £1.000m with an aim to improve the efficiency of service delivery.

The mainstream controllable budgets for supplies and services for the Council in total are circa £50.000m and this budget reduction therefore reflects a 2% reduction in spending power.

It is proposed that each Service within the Council will have its budget reduced as per the 2% allocation and it will be the responsibility of the budget manager to ensure the saving is delivered having regard to the overall service budget for 2019/20.

2018/19 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	50,000
Income	(0)
Total	50,000

Current Forecast (under) / overspend	50,000
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Number of posts (Full time equivalent)	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(1,000)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
There is no anticipated impact on property.
Service Delivery
Services will receive a 2% cut to their spending power however through efficient working the impact on service delivery should be minimal.
Future expected outcomes
Services will receive a 2% cut to their spending power however through efficient working the impact on future expected outcomes should be minimal.
Organisation
Services will receive a 2% cut to their spending power however through efficient working the impact on the organisation should be minimal.
Workforce
There is no anticipated impact on the workforce.
Communities and Service Users
There is no anticipated impact on communities and service users.
Oldham Cares
There is no anticipated impact on Oldham Cares.
Other Partner Organisations
There is no anticipated impact on other partner organisations.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A £1.000m contribution to the achievement of the 2019/20 budget reduction target delivered through more efficient working and improved procurement practices.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Service budgets will overspend in 2019/20 due to non-achievement of required reduction in spending power.	Service and Budget managers to take action to control spending which will be reviewed through the monthly monitoring of budgets.
Service delivery will suffer due to the reduction in spending power.	It is anticipated that the reduction will be achieved through more efficient service delivery as opposed to cuts in services.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Service budget reductions are calculated and high level allocations communicated to service managers.	November - December 2018
Service managers to advise of the application of the reduction to individual budgets ensuring fair, realistic and achievable apportionment.	January - February 2019
Budget reductions are applied to individual service budgets prior to the commencement of the 2019/20 financial year.	March 2019
Monthly budget monitoring to ensure the delivery of the saving.	April 2019 - March 2020

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The saving will be achieved through a 2% reduction in service budget allocations. Spend will be closely reviewed as part of the ongoing budget monitoring process during 2019/20.

Signed RO	26-Oct-2018
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Signed Finance	26-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

BR1 - Section A

Service Area :	Corporate
Budget Reduction Title :	Introduction of vacancy factor

Budget Reduction Proposal - Detail and Objectives :

The Council currently prepares its budget estimates on the approved FTE establishment of each service and cost centre. The proposal is to apply a vacancy factor at a rate of 1.5% to mainstream employee budgets. Some posts will become vacant during 2019/20 due to staff turnover and it is a legitimate and reasonable action to create a budget reduction proposal to take advantage of this movement in staffing and the consequent impact of the recruitment process. The Council has a detailed recruitment review process. This should ensure the timing of the recruitment to posts is managed appropriately.

Based on the estimated staffing budget requirements for 2019/20 this will generate a saving of approximately £0.800m.

It should be noted that this is not a reduction in staffing FTE across the organisation but a change in the costing methodology for staffing budgets. Directorates will be expected to manage any recruitment to permanent or temporary posts whilst remaining aware of their vacancy management targets.

2018/19 Service Budget and Establishment	£000
Employees	54,000
Other Operational Expenses	0
Income	(0)
Total	54,000

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(800)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
There is no anticipated impact on property.
Service Delivery
There is no anticipated impact on service delivery, service staffing budgets will be managed within available resources.
Future expected outcomes
There is no anticipated impact on future expected outcomes.
Organisation
There is no anticipated impact on the organisation, service staffing budgets will be managed within available resources.
Workforce
There is no anticipated impact on the workforce.
Communities and Service Users
There is no anticipated impact on communities and service users.
Oldham Cares
There is no anticipated impact on Oldham Cares apart from Council staffing budgets within Adult Social Care carrying and managing the vacancy factor.
Other Partner Organisations
There is no anticipated impact on partner organisations.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A £0.800m contribution to the achievement of the 2019/20 budget reduction target.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
Service budgets will overspend in 2019/20 due to non-achievement of the vacancy management target.	There is an expectation that a percentage of posts will be vacant in year through natural turnover of staff, and services through to directorates will manage recruitment and cover arrangements accordingly.
Individual budget areas with low staff turnover will fail to meet the vacancy target.	Information on the achievement of vacancy management targets will be made available at service and directorate level to allow a wider analysis of progress against targets and allow offsets between over and under achieving service / directorate areas.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Vacancy management targets are calculated and allocations communicated to service and budget managers.	November - December 2018
Vacancy management targets are reviewed in line with any organisational change prior to the commencement of the 2019/20 financial year	November 2018 - February 2019
Vacancy management targets are applied to individual budgets prior to the commencement of the 2019/20 financial year.	March 2019
Production of vacancy management information is built into financial monitoring procedures.	March 2019

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
This change in the costing methodology for staffing budgets will generate a saving of £0.800m. Vacancy management targets and their achievement will be closely monitored as part of the budget monitoring process.

Signed RO	26-Oct-2018
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Signed Finance	26-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Responsible Officer :	Ray Ward
Cabinet Member :	Cllr A Jabbar
Support Officer :	Anne Ryans

BR1 - Section A

Service Area :	Corporate
Budget Reduction Title :	Development of the Unity Partnership operating model Phase 2

Budget Reduction Proposal - Detail and Objectives :

Following the successful delivery of budget reductions arising from the Council taking a 100% share ownership in the Unity Partnership, it is now deemed that further reductions of £0.250m are achievable as part of the continued reshaping of the Unity operating model.

It is anticipated that the identification and delivery of these reductions will allow their implementation for the start of 2019/20. Whilst some initial investment maybe required, it is expected that a net saving of £0.250m can be delivered in 2019/20 and future years from efficiencies and a more effective operating arrangement.

2018/19 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	11,446
Income	(0)
Total	11,446

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(250)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
It is anticipated that property will be managed more effectively from 2019/20.
Service Delivery
Service delivery across all areas will be improved through enhanced contract management arrangements.
Future expected outcomes
Cost savings and more effective service delivery.
Organisation
There will be some revisions to service delivery within Unity.
Workforce
There is a potential for some changes to roles and responsibilities in delivering service improvements.
Communities and Service Users
There should be no specific impact on communities and service users should see improvements in performance.
Oldham Cares
There should be no impact on Oldham Cares.
Other Partner Organisations
There should be no impact on other partner organisations.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

Service users (internal and external) should see improvements in performance.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
Full detailed proposals are not completed before 2019/20.	A timeline of key milestones have been agreed and will have regard to the on-going embedding of new working arrangements since the Unity Partnership became a wholly owned Council company in July 2018.
Performance is not improved.	An action plan is being developed for each service area to ensure performance is improved.
Savings are not achieved.	An action plan is being developed for each service area to ensure performance is improved and savings are delivered, having regard to the on-going embedding of new working arrangements since July 2018.

Key Development and Delivery Milestones:

Milestone	Timeline
Detailed proposals are developed with key milestones for achievement.	November 2018 - February 2019.
Implementation of proposals.	From March 2019.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
It is anticipated that there may be some initial investment to revise the Unity delivery model however Phase 2 proposals are expected to deliver a net annual saving of £0.250m per annum.

Signed RO	26-Oct-2018
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Signed Finance	26-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Responsible Officer :	Joe Davies
Cabinet Member :	Cllr A Jabbar
Support Officer :	Karen Ollerenshaw

BR1 - Section A

Service Area :	Corporate and Commercial Services Management
Budget Reduction Title :	Council Traded Services/Unity Commercial Services Reviews

Budget Reduction Proposal - Detail and Objectives :

The proposal is in two parts: 1) Review the Council's commercial activity 2) Review Unity Partnership non-Council commercial activity following the share purchase transfer. The reviews aim to:

- Redesign the operating model to bring about a commercial focus ensuring services provide value for money
- Identify the market strategy in order to cluster commercial offerings for specific markets, e.g. schools.
- Review capabilities and capacity required to enable the model to function effectively
- Determine exit strategies from activity when required

The proposal will look to review the two activities on a phased basis over the next 2 years and implement actions identified in line with the drivers highlighted above.

The review will require some investment funded from the transformation reserve in order to resource the programme.

The specific information on budget and establishment numbers for each of the services will be collated and provided as each review commences.

2018/19 Service Budget and Establishment	£000
Employees	9,828
Other Operational Expenses	4,908
Income	(14,689)
Total	47

Current Forecast (under) / overspend	879
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Number of posts (Full time equivalent)	408.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(750)	(750)	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None anticipated, any potential implications resulting from agreed service actions will be subject to a separate report.
Service Delivery
It is envisaged that service delivery will stay the same or improve as a result of changes.
Future expected outcomes
Incremental improvement in the performance of traded services.
Organisation
It is likely that there will be some changes in how certain traded services are delivered as part of the review. However, the intent is that they stay within the Council/Unity family.
Workforce
It is likely that there will be some workforce changes as part of the review which will be required to realise benefits.
Communities and Service Users
No impact is expected or planned.
Oldham Cares
No impact is expected or planned.
Other Partner Organisations
No impact is expected or planned.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	Yes
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
Unity Partnership Limited	
Other Council Departments (if yes please specify below)	Yes
People and Place incl Children's Services, Strat Reform & Public Health.	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

- Commercial activities will be financially sustainable i.e. reduction/elimination of deficit or subsidy
- The Council’s commercial risk profile is visible and well managed
- The Council’s commercial capability is developing and maturing

Section C**Key Risks and Mitigations:**

Risk	Mitigation
Skills and capacity within the Council to carry out the review that will be required to realise the benefits.	<ul style="list-style-type: none"> • Assess skills and capacity • Draw in expertise as identified • Fund dedicated resource required to ensure deliverability of benefits
Unforeseen increase in liabilities within traded services.	Establish position of key traded services at the earliest opportunity and prioritising based on a risk approach.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Identify market strategy for the commercial offerings.	May 2019
Review of loss making services.	September 2019
Determine new models of delivery as necessary.	December 2019/January 2020
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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Section E

Finance Comments
The Council and Unity Partnership provides a range of services which generate external income on either a fully or partly traded basis. The review will explore these services with a focus on market strategy and commercial viability in order to deliver the budget reduction. The review may conclude a requirement for service exit strategies and the financial impact will be quantified on a case by case basis during the course of the review.

Signed RO	21-Nov-2018
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Signed Finance	31-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Reference:	CCS-BR1-228
Responsible Officer	Joe Davies
Cabinet Member:	Cllr A Jabbar
Support Officer	Karen Ollerenshaw

Equality Impact Assessment Tool

Service Area:	Corporate and Commercial Services Management
Budget Reduction Title:	Council Traded Services/Unity Commercial Services Review

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?
	Various across all Directorates
1b	What is the project, policy or proposal?
	<p>1. To review the Council's traded services activity, ensuring the approach is strategic and effective.</p> <p>2. To review Unity Partnership's non Council commercial activity following the share purchase transfer.</p> <p>Council traded services include:</p> <ul style="list-style-type: none"> • Cleaning Services Home Help - The Cleaning Service helps elderly or vulnerable people remain independent by providing support with daily household tasks. • School Crossing Patrols - Schools can request a School Crossing Patrol Officer to undertake the duties of crossing children/adults, during the morning start of school and the afternoon leaving from school. • Cleaning Services Building - The service provides a caretaking and cleaning service to schools across the borough. • Catering - Providing school meals to primary schools across the borough. • Music Service - The Oldham Music Service delivers instrumental and vocal tuition at Key Stage 2, 3, 4 and 5. • Outdoor Education - Local schools can purchase a package of services including adventure activities or environmental education, training, advice & support for educational visits, along with preferential rates for residential accommodation. • Governor Support and Training - The service supports governing bodies to make strategic and operational improvements in relation to school governance. • Sports Development - The youth work team can provide a range of programmes through which young people can gain a recognised AQA accreditation. Accreditation programmes can range from training, issue based learning workshops or personal interest courses. • Schools Swimming Services - Schools benefit from a co-ordinated package which includes tuition/lifeguarding, pool hire, transport (where applicable) and supply cover.

	<ul style="list-style-type: none"> • ICT Client – Providing ICT and HR support to schools.
1c	<p>What are the main aims of the project, policy or proposal?</p> <ul style="list-style-type: none"> • Redesign the operating model of traded services to bring about a commercial focus, ensuring services provide value for money. • Identify the market strategy in order to coordinate and cluster commercial offerings for specific markets. • Review the capabilities and capacity required to enable the model to function effectively. • Determine new models of delivery as necessary. <p>The following techniques will be used to ensure the budget savings:</p> <ul style="list-style-type: none"> • Process redesign • Refreshing technology to make processes more efficient • Staffing structure review, ensuring traded services are appropriately supported • Pricing review, including benchmarking against other local authorities • Cost base review • Supplier and purchaser contract reviews, ensuring we are getting value for money from our contacts • Activity Based Costing review • Understanding statutory and non-statutory services • Ceasing services if appropriate
1d	<p>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</p> <ul style="list-style-type: none"> • It is not anticipated that the application of the above techniques (selectively, dependent on service) will result in any negative equality impacts. • It is envisaged service delivery will stay the same or improve as a result of changes. • The review will likely lead to incremental improvement in the performance of traded services. • It is likely there will be some changes in how certain traded services are delivered as part of the review. There may be some externalisation required of certain traded activities in order to realise benefits. • It is likely that there will be some workforce changes as part of the review which will be required to realise benefits.


1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or 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?				
	None	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input type="checkbox"/>
		No <input checked="" type="checkbox"/>

1h	How have you come to this decision?
	<p>Change is typically achieved through process redesign, technology transformation, pricing adjustments and improved procurement. Very little impact on individuals is anticipated. Depending on the proposals it is not possible to identify the potential impact, this will be assessed with individual areas as the review progresses.</p> <p>When outlining the proposal in the BR1 form it was identified that there was a potential negative impact on <i>people on low incomes</i>. However, during the Stage 1 EIA process it has become clear that there is no negative impact identified that will disproportionately impact on any groups at this stage of the review, so it is not necessary to complete a full EIA.</p>

Stage 5: Signature

Role	Name	Date
Lead Officer	Joe Davies	11 December 2018
Approver Signatures		

EIA Review Date:	December 2019
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Responsible Officer :	Ray Ward
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Cabinet Member :	Cllr A Jabbar
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Support Officer :	Ray Ward
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BR1 - Section A

Service Area :	Corporate and Commercial Services Management
Budget Reduction Title :	Corporate & Commercial Services

Budget Reduction Proposal - Detail and Objectives :

All staffing and non-staffing budgets in the Corporate and Commercial Services Directorate are reviewed on an on-going basis so that efficiencies can be identified. As a consequence a budget saving of £0.200m should be delivered from activities that will improve the Directorate's overall efficiency and effectiveness. This will supplement the savings already identified within Finance (£0.200m).

Work is already progressing within People Services where a proportion of this saving will be made by implementing a revised People Services operating model and redesigning some posts to support new methodologies of working. Non value adding activity will be identified and eliminated. There will be some opportunities to identify process improvements.

This approach will be similarly undertaken across areas of the Corporate & Commercial Services Directorate.

2018/19 Service Budget and Establishment	£000
Employees	12,233
Other Operational Expenses	15,569
Income	(8,752)
Total	19,050

Current Forecast (under) / overspend	(501)
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Number of posts (Full time equivalent)	258.50
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(200)	0	0
Proposed Staffing Reductions (FTE)	(5.00)	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None anticipated.
Service Delivery
Included within additional information.
Future expected outcomes
It is expected that the new approaches will enhance the ability to deliver future outcomes.
Organisation
Services within the business will be guided to utilise corporate functions appropriately to avoid any unnecessary pull on the limited resources.
Workforce
No negative outcomes anticipated. New policies and processes will be implemented which seek to enhance efficiency and reduce potential for failure/non-compliance.
Communities and Service Users
As above, service users will be guided to access corporate services appropriately.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
The Unity Partnership	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

Cost reduction will be secured. A focused, proactive service will be provided.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
Organisational Stakeholders are not sighted on operating model and have differing expectations/understanding of service delivery.	Early consultation with Executive/Directorate.
For the operating model to be successful then it is necessary to ensure, as appropriate, the services provided by Unity are aligned to the delivery model.	The Council is now able to effectively influence the service provision of our Unity colleagues.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Undertake further work to identify how services can make the required efficiencies and determine the resultant service model drawing up consultation documentation as necessary.	November 2018.
Consultation with Individuals/ TU's as appropriate.	Late 2018 / early 2019.
Implementation of new service structures completed.	By April 2019.
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	07-Nov-2018	25-Jan-2019
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The Finance team assists in reviews of the Directorate's budget. Based on the Directorate underspending in 2018/19, there would appear to be scope for the achievement of a £0.200m saving in addition to other savings from the Directorate.

Signed RO	30-Oct-2018
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Signed Finance	30-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Additional Information (if required)

Service Delivery

There will be a focus on continuing proactive service delivery within the directorate aligned to business requirements. Any non-value adding activity will be eliminated. We will continue to promote self-serve avoiding any unnecessary call upon resources and ensure that activities are carried out at the right level when supporting the business. As appropriate, new processes will be implemented which seek to enhance efficiency whilst reducing potential for failure/non-compliance with statutory business requirements.

Responsible Officer :	Ray Ward
Cabinet Member :	Cllr A Jabbar
Support Officer :	Nicola Strapps

BR1 - Section A

Service Area :	Customer Services
Budget Reduction Title :	Digital by Design

Budget Reduction Proposal - Detail and Objectives :

The Resident First programme has allowed several service areas to be accessed by residents via the internet with varying degrees of service redesign. The initial emphasis and investment has been on making services more accessible online.

The continuation of this digital by design platform will allow more services to be directly accessed online and it is proposed to look at what financial benefits can be achieved going forward and also by revisiting past project areas.

This proposal aims to:

- Redesign the operating model to enable a transformation from a mainly mediated customer service offer to a predominately self-service one
- Develop a resilient mediated offer that aims to ensure support those that need it
- Identify how best to utilise the redesigned web site as both a door to transactional self-service offers and also a valuable communication and information channel
- Identify where automation can make residents access to services easy and efficient

(Please see additional information)

2018/19 Service Budget and Establishment

*The proposal will cover a range of cross cutting budgets that are yet to be identified

£000

Employees	0
Other Operational Expenses	0
Income	(0)
Total	0

Current Forecast (under) / overspend

0

Number of posts (Full time equivalent)

0.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(500)	(1,500)	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?

Ongoing

Section B

What impact does the proposal have on the following? :

Property
None anticipated, any potential implications resulting from agreed service actions will be subject to a separate report.
Service Delivery
It is envisaged that service delivery will stay the same or improve as a result of changes.
Future expected outcomes
The proposal will contribute to the achievement of the 2019/20 budget reduction target.
Organisation
No impact is expected or planned.
Workforce
It is likely that there will be some workforce changes as part of the review which will be required to realise benefits.
Communities and Service Users
No impact is expected or planned.
Oldham Cares
No impact is expected or planned.
Other Partner Organisations
It is likely that there will be some workforce changes as part of the review which will be required to realise benefits.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

- Better customer experience and improved resident satisfaction
- Reduced transactional costs
- Improved self-help and self-serve
- Improved accessibility of services
- Improved staff/job satisfaction

Section C**Key Risks and Mitigations:**

Risk	Mitigation
There is insufficient investment in skills and capacity within the Council to carry out the review that will be required to realise the benefits.	Assess current skills and capacity and identify the resource gap. Secure expertise as identified. Fund dedicated resource required to ensure benefits realisation.
Reluctance to streamline certain services.	Early engagement with trade unions, workforce and Elected Members to inform the methods of improvement.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Transformation Roadmap agreed (aligned to related organisational strategies) e.g. assets – property, people, data	March 2019.
Services / thematic areas identified for change and associated benefits realisation plan for 2019/20/21.	March 2019.
Digital/Data Strategy agreed.	March 2019.
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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Section E

Finance Comments
<p>The digital by design proposal will review the service areas that have already been through the Resident First improvement programme to realise financial benefits.</p> <p>Additionally, further areas of service improvements to the digital offer are being drawn up as part of the continuation of the Resident First programme incorporating the redesign of Access Oldham and Contact Centre. Any financial benefits identified will contribute to the budget reduction proposal.</p>

Signed RO	10-Oct-2018
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Signed Finance	31-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Additional Information (if required)

Detail and Objectives (Continued)

By using Residents First as the vehicle for Digital by Design we should aim within 2 years to remove £2.000m of costs by:

- Reducing mediated service costs across the whole organisation by 50%
- Digitalising the lines of service that make up 80% of the requests from residents for service, including deep service design to enable lean automated processes, thus reducing service costs by 20%

In order to achieve the savings and the improvements to customer service our residents demand, all Council Services will potentially be affected by this change programme. In order to prioritise the services and journeys to digitise/automate and improve, a criteria has been developed which considers the following areas;

- Ability to reduce demand
- Ability to achieve efficiency savings
- Ability to improve the customer experience
- Ease of delivery
- Service readiness and appetite

An initial assessment against the criteria has identified the following services / resident journeys for prioritisation as follows;

- Waste Services
- Environmental Health and Enforcement
- Environmental Management and Street Cleaning
- Highways
- Licensing
- Revenues and Benefits
- Planning

As the programme progresses and services are engaged the benefit profile will be reviewed.

	Reference: CCS-BR1-227
Responsible Officer	Ray Ward
Cabinet Member:	Cllr Abdul Jabbar
Support Officer	Nicola Strapps / Fran Lautman

Equality Impact Assessment Tool

Service Area:	Customer Services, Corporate and Commercial Services
Budget Reduction Title:	Digital by Design

Stage 1: Initial Assessment

1a	<p>Which service does this project, policy or proposal relate to?</p> <p>This proposal relates to a Council wide digital change programme and could affect all services / Directorates</p>
1b	<p>What is the project, policy or proposal?</p> <p>The Programme's aim is to make access to services easy and efficient by enabling residents to self-serve. This will enable the Council to save money (budget reduction target of £2million by 2021/22 - £0.5m in 19/20 and £1.5m in 20/21). The programme will re-design the resident journey in services where there is a high volume of simple interactions such as booking appointments, paying for services, reporting problems and advice on eligibility.</p>
1c	<p>What are the main aims of the project, policy or proposal?</p> <p>The main aim of the programme is to deliver a better customer experience (for the most relevant interactions/contacts) for our residents, by making it easier for residents to contact the council by self-serve online, removing the need for residents to call or visit the Council. A key aim of the programme is also to ensure that where residents need support there is adequate support at face to face locations/phone to go online and /or facilitate the appropriate support to ensure residents are not digitally excluded.</p> <p>Success will depend partly on the ability of customers to use the digital tools that the council may offer, such as online forms, voice recognition software or geolocation/GPS. It is also expected that the council will increasingly promote digital access as the preferred means of engaging with services, due to the typically lower cost and faster response of digital options. While the council would expect most people to find digital access to services quicker, easier and cheaper than other methods, it is possible that some will find digital services harder to use. The council will therefore need to mitigate this by continuing to provide alternative means of access where demand dictates this. This impact is most likely to be felt by older people, who may not have high levels of digital skills; those with disabilities that inhibit use of digital devices such as smartphones; and those on low incomes, who may not own or have access to digital devices. The impact will need to be continually assessed in the light of service and customer information arising from specific projects.</p> <p>For some resident interactions channels may be removed e.g. telephones for the reporting of new issues. A risk assessment however will be undertaken before any decisions are made which will be informed by demographic need and demand.</p>
1d	<p>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</p>

Positive impacts

This programme should have a positive impact on Council service satisfaction as we make it easier for all residents to access and deal with the Council, fulfilling more simple and straightforward requests online. There will be efficiency and productivity gains from using enabling technology – less data handling, less data duplication and quicker processing of requests.

Digital services are by their nature equally available to everyone who has access to the internet. In addition to the substantial majority of customers who own internet-enabled devices, the council provides free internet access at a number of libraries. The cost of digital access to council services will vary, but in most cases it is likely to be cheaper to use a digital option than to make a phone call to the council or visit a council office.

For many customers it will carry no cost at all. Digital access will mean that customers are able to engage with the council and its services at a time and place that suits them, rather than the council. This could, for example, avoid the need for someone with mobility difficulties to have to make a visit to a council office in person. Digital access allows fast or 'real time' responses to customers' enquiries, meaning that customers have to spend less time on their dealings with the council and get the information they need much sooner than they would otherwise have done.

Digital systems allow enormously expanded access to council information, thereby increasing transparency and democratic accountability. Digital technology such as social media also allows safety- or emergency-related information such as flood alerts or weather warnings to be disseminated within minutes. Online forms can currently involve completing or sending information to the council online through a website, including typing, reading and processing complex information. As the Digital Strategy is taken forward the need for this will reduce as the council offers services through voice-enabled applications, like Siri, Ask Google, Amazon Alexa or other 'bots'. This will offer increased accessibility and ease of use compared to current digital services. Staff, Members and organisations that deal with the council are likely to benefit from digital systems that enable greater productivity and integrate with each other, not just internally but with partner systems.

Negative impacts

The programme will have a detrimental effect on staff numbers by reducing overall staff numbers.

The programme, potentially could have an effect on residents not being able to access the Council, specifically residents who;

- do not have the digital skills to embrace technology
- do not have a mobile device / laptop or access to technology due to affordability
- have a disability where technology could be a barrier as opposed to an enabler (e.g. visually impaired, mobility problems)
- have language difficulties and those where English is not their first language. These residents may struggle more to understand the information online and translation services may not be available and / or have the desired effect

The impact will need to be continually assessed in the light of service and customer information arising from specific projects.

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?			
		None	Positive	Negative

Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Men or women (includes 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 or 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?				
None	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input checked="" type="checkbox"/>
		No <input type="checkbox"/>
1h	How have you come to this decision?	

Stage 2: What do you know?

What do you know already?
<p>A high volume of contact received at Access Oldham and at the Contact Centre could be fulfilled with better online provision and use of technology and automation to improve their experience. A high percentage of contact at the Contact Centre is failure demand - calling to request / report something, check where their report is up to and / or asking for information that can be found online.</p> <p>75% of people that took part in a customer satisfaction survey at the contact centre said that it was easier to call than go online. We need to change this and make it easier to go online.</p> <p>Mobile technology and infrastructure is no longer as significant a barrier as in the past. Recent statistics show that in Oldham;</p> <ul style="list-style-type: none"> • Superfast broadband is now available in 99.1% of areas • 88.2% of residents have access to a pc or laptop • 73% of people own a smartphone and • 27% of people go online every day, which is higher than the National average of 25%

We also know in what areas of the borough people are least engaged with the internet and have a low preference for access to the internet via smartphones. We also know that in some areas there is a correlation of older residents and low mobile usage. This data will help us to target assisted digital support.

Data that is readily available from the Council’s Annual Equality Data report 2018 will inform how we design services and their access channels. Information available in the equality data report in relation to the ethnicity and age profile of Oldham residents and information about services users will also inform any changes we make. In relation to the resident age profile and ethnicity of the borough, the following information is helpful;

Age profile

- Oldham has a high proportion (22.6%) of residents aged under 16 and proportionally fewer (15.8%) aged 65 and over. Oldham’s age structure is younger than the England and Wales average. There are higher-than-average levels of children – especially younger children – and lower-than-average numbers of over 75s. This is mainly due to the large South Asian communities, who have a younger age profile than the white population.
- While most age groups increase in size, there are projected to be particularly large increases in the numbers of older people, especially in the 75+ age group, up 40% from 2011 by 2026.

Ethnic Groups

- Oldham has become more diverse in terms of ethnic composition. There has been further growth in the Pakistani and Bangladeshi communities, as well as some growth in the white ‘other’ category – a group primarily made up of Polish and Romanian heritage communities. The overall structure of the population has shifted downwards given the growth in Oldham’s Pakistani and Bangladeshi communities which have much more youthful age profiles. The White population of Oldham is projected to continue to fall in size, Pakistani and Bangladeshi populations are projected to grow significantly.

What don’t you know?

Demand data by service and area is poor, which means it is difficult to accurately offer local support to residents who might struggle to get online or use a digital channel to meet a need.

Further Data Collection

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

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?	None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Men or women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(includes impacts due to pregnancy / maternity)				
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths or 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?				
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

3a	Who have you consulted with?
	<p>In terms mitigating any negative impacts that could arise following digital service improvement (see section 1d) we have to date carried out the following user engagement / consultation;</p> <p>We have held resident drop ins at libraries, Hack Oldham and Access Oldham. We have involved members and staff in user acceptance testing. We have paid specific attention to accessibility features including online language translation tools to ensure that the online process is easy, effective and inclusive from a design perspective.</p> <p>We have also held digital drop ins in residential homes to identify what support elderly residents may need in accessing services online.</p> <p>For residents who require mediated support we have offered support on the telephone and at face to face locations (e.g. the do it online team at Access Oldham).</p> <p>To mitigate any negative impacts referred to in section 1d we will look to liaise with libraries staff and any other face to face settings to understand how staff can support residents to access services digitally and have the skills and access to knowledge to do this.</p> <p>With reference to those residents who may have language barriers we will consult with district teams in the first instance where we know from data that this could be a barrier.</p>
3b	How did you consult? (include meeting dates, activity undertaken & groups consulted)
	See 3a
3c	What do you know?
	See stage 2

3d	What don't you know?	
	The specific demographic of service users to know whether any groups will particularly struggle and take up may be negatively affected. It's not a requirement of the majority of journeys residents have with the Council for us to know what groups they identify with E.g. reporting a pothole.	
3e	What might the potential impact on individuals or groups be?	
	Generic (impact across all groups)	Reduced/increased service take up and poor/better accessibility
	Disabled people	Reduced/increased service take up and poor/better accessibility
	Particular ethnic groups	Reduced/increased service take up and poor/better accessibility
	Men or women (<i>include impacts due to pregnancy / maternity</i>)	None
	People of particular sexual orientation/s	None
	People in a Marriage or Civic Partnership	None
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	None
	People on low incomes	Reduced/increased service take up and poor/better accessibility
	People in particular age groups	Reduced/increased service take up and poor/better accessibility
	Groups with particular faiths and beliefs	None
	Other excluded individuals (<i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i>)	

Stage 4: Reducing / Mitigating the Impact


4a	What can be done to reduce or mitigate the impact of the areas you have identified?	
	Impact 1	Proposal
	Reduced service take up and poor accessibility	Ensure representatives are engaged and involved in the design and testing of changes Continue to offer a mediated support channel where support is required (telephony or face to face) Work with related face to face service staff to ensure they have the skills and access to knowledge to support residents.
	Impact 2	Proposal
	N/a	N/a

	Impact 3	Proposal
	N/a	N/a

4b	Have you done, or will you do anything differently, as a result of the EIA?
	To ensure the changes made minimise any negative impact.
4c	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?
	To ensure the changes made minimise any negative impact projects will ensure as part of their methodology that a representative sample of its user base are consulted and engaged before and after any changes are implemented.

Conclusion	
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>	
In conclusion, the overall impact we are expecting from the programme is positive and will aim to improve digital inclusion, rather than exclude. The people most likely to be impacted by the increased presence of digital services are;	
Particular ethnic groups - as language may be a barrier	
Disabled – people who may not have the skills to use technology	
People on low incomes – people who may not be able to afford / have access to technology	
People in older age group – people who may not have the digital skills	
Our approach to designing service changes (as highlighted above) will ensure that the above groups of people and in particular where it is known from demographic data that take up could be affected, will mitigate any negative impacts as far as possible.	

Stage 5: Signature

Role	Name	Date
Lead Officer	Ray Ward	12 December 2018
Approver Signatures		

EIA Review Date: Dec 2019

BR1 - Section A

Service Area :	Finance
Budget Reduction Title :	Insurance Review

Budget Reduction Proposal - Detail and Objectives :

Following on from the £0.500m saving achieved in 2018/19, it is now possible to reduce the insurance budget by an additional £0.300m from 2019/20. This can be achieved through a reduction in claims paid using embedded and robust fraud / defence strategies, alongside potential further benefits from the tendering exercise.

The adequacy of the remaining insurance budget will be monitored throughout 2019/20 to allow an assessment to be made for 2020/21.

2018/19 Service Budget and Establishment	£000
Employees	134
Other Operational Expenses	4,169
Income	(72)
Total	4,231

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	2.60
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(300)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
Not applicable.
Service Delivery
No impact at this stage.
Future expected outcomes
Reduction to be monitored but should be achievable.
Organisation
No impact at this stage.
Workforce
No impact at this stage.
Communities and Service Users
No impact.
Oldham Cares
No impact.
Other Partner Organisations
No impact.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	No
N/A	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	Yes
Insurance provider and brokers.	

Benefits to the organisation/staff/customers including performance improvements

Benefits are that there will be a reduction in insurance premiums/costs to provide savings, thus reducing the requirement for reductions in other Council service areas.

Staff continue to work efficiently to maintain and develop appropriate strategies to assist with the defence of insurance claims and hence manage resources effectively.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Insurers impose further premium increases during the period of insurance.	Re-tendering exercise will seek to drive down cost by competition.
Claims history could deteriorate.	Ongoing monitoring and review of cases on a monthly basis.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Review of insurance trends and claims to inform budget proposal.	Late summer 2018.
Further review of insurance position prior to final budget decision.	November 2018.
Reviewed position and confirmed that appropriate tender management and claims defence strategies will enable a £300k saving in 2019/20.	December 2018.
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The increase of the repudiation of insurance related claims coupled with changes to the Authority's structure due to the Government's austerity measures has led to the Council being able to benefit in reduced external premia.

Signed RO	21-Aug-2018
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Signed Finance	21-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

BR1 - Section A

Service Area :	Finance
Budget Reduction Title :	Housing Benefit - Reduction in provision for loss of subsidy

Budget Reduction Proposal - Detail and Objectives :

The roll out of Universal Credit is leading to fewer claimants receiving Housing Benefit. The reduction in claimant numbers for Housing Benefit is lowering the incidence and value of Housing Benefit overpayments. This means that the Council can amend its budgetary provision for the loss of Housing Benefit subsidy associated with such overpayments.

2018/19 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	58,929
Income	(55,190)
Total	3,739

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(150)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
N/A
Service Delivery
N/A
Future expected outcomes
The migration of Housing Benefit claimants to Universal Credit is expected to reduce the incidence and value of Housing Benefit overpayments.
Organisation
N/A
Workforce
N/A
Communities and Service Users
N/A
Oldham Cares
N/A
Other Partner Organisations
N/A

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A £0.150m contribution to the achievement of the 2019/20 budget reduction target without an impact on Housing Benefit claimants.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
That reductions in the number of Housing Benefit claimants do not lead to a reduction in the incidence of Housing Benefit overpayments. For example, due to unexpected delays in the migration of Housing Benefit clients to Universal Credit.	Regular monitoring will take place to ensure that Housing Benefit overpayments are reducing in line with expectations.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Commence review of Housing Benefit claimant numbers, forecast reductions and associated impact on overpayment levels of Housing Benefit subsidy grant.	Autumn 2018.
Completion of initial review.	December 2018.
Further review to confirm estimates.	January 2019.
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The rationale for a lower incidence of Housing Benefit overpayments, being associated with a reduction in numbers of Housing Benefit claimants is valid and reasonable. Reductions in overpayments should enable the Council to release resources currently set aside for associated losses of Housing Benefit subsidy.

Signed RO	21-Aug-2018
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Signed Finance	21-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Responsible Officer :	Anne Ryans
Cabinet Member :	Cllr A Jabbar
Support Officer :	Mark Stenson

BR1 - Section A

Service Area :	Finance
Budget Reduction Title :	Audit Fee Reduction

Budget Reduction Proposal - Detail and Objectives :

Since 2014 the appointment of the Council's External Auditor has been undertaken by Public Sector Audit Appointments (PSAA). A key feature of these arrangements has been the audit fee economies delivered via the national contractual arrangement.

Oldham Council opted into the next phase of the PSAA auditor appointment arrangements from 2018/19 which was a new process to let audit contracts from this financial year. PSAA carried out a robust procurement process applying various principles including ensuring auditor independence, accommodating joint/shared working arrangements and taking account of principal locations. The results of the procurement process indicate that the scale audit fees will be less than the budget currently provided for in 2019/20. This consolidates the fee reductions from previous years together with the reduction in fees associated with the audit of grant claims as grant funders now have greater reliance on internal audit assurance processes. This will allow a permanent adjustment to the budget. Oldham Council is therefore confident that this will translate to the delivery of a budget reduction of £0.050m which will be ongoing from 2019/20.

2018/19 Service Budget and Establishment	£000
Employees	579
Other Operational Expenses	240
Income	(159)
Total	660

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	14.10
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(50)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
No impact.
Service Delivery
No impact.
Future expected outcomes
No impact.
Organisation
No impact.
Workforce
No impact.
Communities and Service Users
No impact.
Oldham Cares
No impact.
Other Partner Organisations
No impact.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	No
N/A	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	Yes
External Auditor (Mazars) & PSAA	

Benefits to the organisation/staff/customers including performance improvements

The procurement process carried out by PSAA ensures that a high level of performance is maintained whilst benefiting the Council through a reduced fee.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
Unsuitability of auditor appointed.	PSAA's robust procurement process. Track record of Mazars in public sector audit.
Increase to the audit scale fee.	Contractual arrangements negotiated by the PSAA's robust procurement process.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Confirmation of audit fee.	August 2018.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
Providing the contract management process is effective a permanent reduction to the budget can be generated.

Signed RO	21-Aug-2018
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Signed Finance	21-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Responsible Officer :	Anne Ryans
Cabinet Member :	Cllr A Jabbar
Support Officer :	Andrew Moran

BR1 - Section A

Service Area :	Finance
Budget Reduction Title :	Treasury Management

Budget Reduction Proposal - Detail and Objectives :

A full review of Treasury Management income and expenditure budgets has been undertaken to examine the assumptions and forecasts underpinning investment interest and external income. It is anticipated that previously unbudgeted income of at least £2.000m can be generated in 2019/20.

2018/19 Service Budget and Establishment

£000

Employees	0
Other Operational Expenses	14,005
Income	(5,400)
Total	8,605

Current Forecast (under) / overspend

(4,667)

Number of posts (Full time equivalent)

0.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(2,000)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?

Ongoing

Section B

What impact does the proposal have on the following? :

Property
There will be no impact on property from this proposal.
Service Delivery
There will be no impact on service delivery from this proposal.
Future expected outcomes
The proposal will contribute to the achievement of the 2019/20 budget reduction target.
Organisation
There will be no impact on the organisation from this proposal.
Workforce
There will be no impact on the workforce from this proposal.
Communities and Service Users
There will be no impact on communities and service users from this proposal.
Oldham Cares
There will be no impact on Oldham Cares from this proposal.
Other Partner Organisations
There will be no impact on partner organisations from this proposal.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A £2.000m contribution to the achievement of the 2019/20 budget reduction target.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
Treasury Management Investments carry a level of risk in relation to security of capital, liquidity and level of return.	The Council's Treasury Management Policy sets out how the Council will manage and mitigate these risks.
External factors such as the ongoing Brexit process may affect future interest rate levels and economic activity with adverse consequences for the cost of borrowing and returns from investment.	Interest rate and income forecasts are kept under review in order to mitigate this risk.
External income / interest on investments received is not at the level anticipated.	Budget estimates are risk adjusted meaning a degree of adverse variation can be absorbed. The strategy / approach to calculating the Council's minimum recommended level of General Fund balances is also prepared accordingly.

Key Development and Delivery Milestones:

Milestone	Timeline
Commencement of review of Treasury Management budget and commitments.	Autumn 2018.
Completion of initial review.	December 2018.
Further review to confirm estimates.	January 2019.
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The review of the Treasury Management activities and opportunities to maximise external income is a key function of the Finance Service. The budget proposal has therefore been subject to appropriate consideration and analysis and the £2.000m target is considered achievable.

Signed RO	21-Aug-2018
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Signed Finance	22-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Responsible Officer :	Anne Ryans
Cabinet Member :	Cllr A Jabbar
Support Officer :	Andrew Moran

BR1 - Section A

Service Area :	Finance
Budget Reduction Title :	Financial Services Redesign

Budget Reduction Proposal - Detail and Objectives :

The Finance Service has continued to deliver a high quality of service to the Council. However, the structure (of the Accountancy Function) requires realigning formally to reflect the revised operational management arrangements of the Council and to reflect efficiencies in operational practice which has reduced the head count requirement. The service has also revised its training policy to reflect opportunities arising from the Apprentice Levy so there is no further requirement for supernumerary training posts.

2018/19 Service Budget and Establishment	£000
Employees	3,319
Other Operational Expenses	688
Income	(1,062)
Total	2,945

Current Forecast (under) / overspend	(64)
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Number of posts (Full time equivalent)	71.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(200)	0	0
Proposed Staffing Reductions (FTE)	(4.00)	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
There will be no impact on property from this proposal.
Service Delivery
There will be no impact on the service delivered by the finance service.
Future expected outcomes
The proposal will contribute to the achievement of the 2019/20 budget reduction target.
Organisation
There will be no impact on the organisation from this proposal.
Workforce
The proposal will remove five vacant posts and create one additional post.
Communities and Service Users
There will be no impact on communities and service users from this proposal.
Oldham Cares
There will be no impact on Oldham Cares from this proposal.
Other Partner Organisations
There will be no impact on other partner organisations from this proposal.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A £0.200m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Concerns expressed by staff.	Consultation and discussions with staff.
Concerns expressed by service users.	The posts have been vacant for some time and service provision has not been compromised.
Increased requirement for financial advice and support from the finance service.	The service is flexible and responsive to the demands of customers and can prioritise key activities accordingly.

Key Development and Delivery Milestones:

Milestone	Timeline
Preparation of a consultation document for staff.	November 2018.
Consult with staff and Trade Unions.	December 2018.
Incorporation of any changes arising from consultation.	January / February 2019.
Implementation.	April 2019.

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
The budget reduction proposal for the Finance Service can be delivered in full from 2019/20 onwards. The reduction in budget will be realised by the deletion of five vacant posts and the creation of one additional post (a net reduction of four FTE).

Signed RO	18-Oct-2018
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Signed Finance	18-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Responsible Officer :	Martyn Bramwell
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Cabinet Member :	Cllr A Jabbar
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Support Officer :	Paul Dernley
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BR1 - Section A

Service Area :	People Management Inc. Unity Client for HR
Budget Reduction Title :	Transition AVC contributions to Salary Sacrifice

Budget Reduction Proposal - Detail and Objectives :

There are currently 119 employees that contribute to AVCs (Additional Voluntary Contributions) within the Local Government Pension Scheme at Oldham Council, MioCare and Schools.

New arrangements with HMRC allow the transition of these to a salary sacrifice arrangement. This produces savings for the Council through reduced National Insurance and Apprenticeship Levy liabilities. Equally employees save tax and NI contributions on the deduction increasing the value of their contributions. The 119 currently paying into AVCs are spread across Schools and the Council. The total savings are estimated at £0.052m with £0.040m of this being through the Council's workforce. As a salary sacrifice scheme is more attractive to employees alike and with the increased promotion of the scheme that a managed service can offer, uptake is anticipated to increase further increasing the savings (though the extent is presently unknown).

It is expected, and known to be the case for one such supplier, that fees are a percentage of the saving and therefore only applied if savings are realised.

2018/19 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	0
Income	(0)
Total	0

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(40)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None
Service Delivery
None
Future expected outcomes
Will likely increase AVC take-up due to the benefits salary sacrifice unlocks.
Organisation
Budget savings.
Workforce
Financial savings associated with AVCs.
Communities and Service Users
None
Oldham Cares
None
Other Partner Organisations
None

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

Initial budget savings with the potential for increase.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Inability to identify and collect the savings produced.	Finance to consider as part of their review of the proposal.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Selection of Preferred Supplier (subject to procurement requirements)	By 31st December 2018
Implementation of service	1st January 2019 - 31st March 2019
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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Section E

Finance Comments
<p>This proposal to change the treatment of AVC's within payroll is in line with recently released Government guidance and will provide a benefit to both employees and employers by reducing the amount payable for National Insurance contributions.</p> <p>The estimated employer saving has been calculated using current agreed AVC levels and there is no reason why the equivalent budget reduction would not be achievable in 2019/20.</p>

Signed RO	18-Oct-2018
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Signed Finance	19-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Appendix 4

Proposed 2019/20

Fees and Charges

Schedules

Fees &

Charges

Proposed Fees and Charges 2019/20

APPENDIX 4

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
ADULT SOCIAL CARE - PROTECTION OF PROPERTY										
• Admin fee with property search	555.00	N	0.00	555.00	567.21	N	0.00	567.21	2%	12.21
• Admin fee without property search	309.00	N	0.00	309.00	316.73	N	0.00	316.73	3%	7.73
• Burial/cremation - charge cost of service	Cost of Service	N	0.00	Cost of service	Cost of Service	N	0.00	Cost of Service		
• Administration fee (per hour)	18.00	N	0.00	18.00	18.00	N	0.00	18.00	0%	0.00
• Storage property less than 28 days	FREE	N	0.00	FREE	FREE	N	0.00	FREE		
• Storage of property over 28 days	59.67	N	0.00	59.67	61.16	N	0.00	61.16	2%	1.49
• Deferred Payment Agreement set up fee	539.00	N	0.00	539.00	539.00	N	0.00	539.00	0%	0.00
• Deferred Payment Annual Fee	260.00	N	0.00	260.00	260.00	N	0.00	260.00	0%	0.00
• Deferred Payment Closure Fee	120.00	N	0.00	120.00	120.00	N	0.00	120.00	0%	0.00
• Appointeeship Charges - Residential (New)	5.00	N	0.00	5.00	5.00	N	0.00	5.00	0%	0.00
• Appointeeship Charges - Community (New)	10.00	N	0.00	10.00	10.00	N	0.00	10.00	0%	0.00
ADULT SOCIAL CARE - HOUSING AND CARE										
• New Health and Well-Being Charge in ECH (per week)	Actual cost of provision	N	0.00	27.00	Actual cost of provision	N	0.00	Actual cost of provision		
• Helpline services (per week) - Bronze	2.00	N	0.00	2.00	2.00	N	0.00	2.00	0%	0.00
• Helpline services (per week) - Silver	5.00	N	0.00	5.00	5.00	N	0.00	5.00	0%	0.00
• Helpline services (per week) - Gold	6.50	N	0.00	6.50	6.50	N	0.00	6.50	0%	0.00
• HSG 21 Helpline services (per week) - Silver	3.00	N	0.00	3.00	3.00	N	0.00	3.00	0%	0.00
• HSG 21 Helpline services (per week) - Gold	5.00	N	0.00	5.00	5.00	N	0.00	5.00	0%	0.00
• Installing Helpline	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0%	0.00
• Installing a Keysafe	65.00	N	0.00	65.00	65.00	N	0.00	65.00	0%	0.00
• Installing Helpline and a Keysafe	95.00	N	0.00	95.00	95.00	N	0.00	95.00	0%	0.00
• Assistive Technology per item per week	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0%	0.00
• Pill Dispenser (lost or damaged)	150.00	N	0.00	150.00	150.00	N	0.00	150.00	0%	0.00
• Lost or Missing Equipment	Dependant on Equipment	N	0.00	Dependant on Equipment	Dependant on Equipment	N	0.00	Dependant on Equipment		

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
COURT OF PROTECTION FEES										
• Work up to First Order	745.00	N	0.00	745.00	745.00	N	0.00	745.00	0%	0.00
• Lodgement of Account	216.00	N	0.00	216.00	216.00	N	0.00	216.00	0%	0.00
• General working first year (assets over £16K)	775.00	N	0.00	775.00	775.00	N	0.00	775.00	0%	0.00
• General work in any subsequent year (assets over £16K)	650.00	N	0.00	650.00	650.00	N	0.00	650.00	0%	0.00
• Subsequent year - Assets over £16K (3.5% of balance)	Dependent on Balance	N	0.00	Dependent on Balance	Dependent on Balance	N	0.00	Dependent on Balance		
• Annual property management fee	300.00	N	0.00	300.00	300.00	N	0.00	300.00	0%	0.00
• Preparation of a basic hmrc tax return on behalf of 'P'	70.00	N	0.00	70.00	70.00	N	0.00	70.00	0%	0.00
• Preparation of a complex hmrc tax return on behalf of 'P'	140.00	N	0.00	140.00	140.00	N	0.00	140.00	0%	0.00
• Travel Rates - deputy visits to 'P' £40 per hour	Dependent on number of visits	N	0.00	Dependent on number of visits	Dependent on number of visits	N	0.00	Dependent on number of visits		
FACILITIES MANAGEMENT										
CHADDERTON TOWN HALL / FAILSWORTH TOWN HALL										
• Hourly Charge (including 1 Steward)	87.50	N	0.00	87.50	87.50	N	0.00	87.50	0%	0.00
• Data Projector Screen	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0%	0.00
• Microphone	12.00	N	0.00	12.00	12.00	N	0.00	12.00	0%	0.00
• Screen	5.00	N	0.00	5.00	5.00	N	0.00	5.00	0%	0.00
• Flip Chart	5.00	N	0.00	5.00	5.00	N	0.00	5.00	0%	0.00
• PA System	30.00	N	0.00	30.00	30.00	N	0.00	30.00	0%	0.00
• Data Projector Screen	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0%	0.00
QUEEN ELIZABETH HALL AND CHADDERTON TOWN HALL STEWARDS										
• Hourly Charge Per Steward	15.00	N	0.00	15.00	15.00	N	0.00	15.00	0%	0.00
• Minimum Charge 4 Hours	75.00	N	0.00	75.00	75.00	N	0.00	75.00	0%	0.00
• QEH hires including Parking Provision Evening and Sundays only	260.00	Y	52.00	312.00	260.00	Y	52.00	312.00	0%	0.00

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
LINK CENTRE ROOM HIRE										
MEETING ROOM 1 AND 2 (PER HOUR)										
• Weekdays 8:30 -17:00	15.68	Y	3.14	18.82	19.00	N	0.00	19.00	21%	3.32
• Evenings 17:00 - 21:30	20.91	Y	4.18	25.09	25.00	N	0.00	25.00	20%	4.09
• Saturday	26.14	Y	5.23	31.37	31.00	N	0.00	31.00	19%	4.86
• Sunday	31.37	Y	6.27	37.64	38.00	N	0.00	38.00	21%	6.63
FUNCTION ROOMS (FULL ROOM - PER HOUR)										
• Weekdays 8:30 -17:00	31.37	Y	6.27	37.64	38.00	N	0.00	38.00	21%	6.63
• Evenings 17:00 - 21:30	37.64	Y	7.53	45.17	45.00	N	0.00	45.00	20%	7.36
• Saturday	43.91	Y	8.78	52.69	53.00	N	0.00	53.00	21%	9.09
• Sunday	52.58	Y	10.52	63.10	63.00	N	0.00	63.00	20%	10.42
FUNCTION ROOMS (HALF ROOM - PER HOUR)										
• Weekdays 8:30 -17:00	21.96	Y	4.39	26.35	27.00	N	0.00	27.00	23%	5.04
• Evenings 17:00 - 21:30	27.18	Y	5.44	32.62	33.00	N	0.00	33.00	21%	5.82
• Saturday	32.42	Y	6.48	38.90	39.00	N	0.00	39.00	20%	6.58
• Sunday	39.73	Y	7.95	47.68	48.00	N	0.00	48.00	21%	8.27
FUNCTION ROOMS (QUARTER ROOM - PER HOUR)										
• Weekdays 8:30 -17:00	15.68	Y	3.14	18.82	19.00	N	0.00	19.00	21%	3.32
• Evenings 17:00 - 21:30	20.91	Y	4.18	25.09	25.00	N	0.00	25.00	20%	4.09
• Saturday	26.14	Y	5.23	31.37	32.00	N	0.00	32.00	22%	5.86
• Sunday	31.37	Y	6.27	37.64	38.00	N	0.00	38.00	21%	6.63
INTERVIEW ROOM (PER HOUR)										
• Weekdays 8:30 -17:00	5.23	Y	1.05	6.28	6.00	N	0.00	6.00	15%	0.77
• Evenings 17:00 - 21:30	8.36	Y	1.67	10.03	10.00	N	0.00	10.00	20%	1.64
• Saturday	12.55	Y	2.51	15.06	15.00	N	0.00	15.00	20%	2.45
• Sunday	17.77	Y	3.55	21.32	21.00	N	0.00	21.00	18%	3.23

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
TREATMENT ROOM (PER HOUR)										
• Weekdays 8:30 -17:00	8.36	Y	1.67	10.03	10.00	N	0.00	10.00	20%	1.64
• Evenings 17:00 - 21:30	12.55	Y	2.51	15.06	15.00	N	0.00	15.00	20%	2.45
• Saturday	18.82	Y	3.76	22.58	23.00	N	0.00	23.00	22%	4.18
• Sunday	27.17	Y	5.43	32.60	33.00	N	0.00	33.00	21%	5.83
PHYSIOTHERAPY ROOM (PER HOUR)										
• Weekdays 8:30 -17:00	10.46	Y	2.09	12.55	13.00	N	0.00	13.00	24%	2.54
• Evenings 17:00 - 21:30	15.68	Y	3.14	18.82	19.00	N	0.00	19.00	21%	3.32
• Saturday	20.91	Y	4.18	25.09	25.00	N	0.00	25.00	20%	4.09
• Sunday	29.27	Y	5.85	35.12	35.00	N	0.00	35.00	20%	5.73
RELAXATION ROOM (PER HOUR)										
• Weekdays 8:30 -17:00	10.46	Y	2.09	12.55	13.00	N	0.00	13.00	24%	2.54
• Evenings 17:00 - 21:30	15.68	Y	3.14	18.82	19.00	N	0.00	19.00	21%	3.32
• Saturday	20.91	Y	4.18	25.09	25.00	N	0.00	25.00	20%	4.09
• Sunday	29.27	Y	5.85	35.12	35.00	N	0.00	35.00	20%	5.73
USE OF CAFÉ AREA (PER HOUR)										
• Evenings 17:00 - 21:30	20.91	Y	4.18	25.09	25.00	N	0.00	25.00	20%	4.09
• Saturday	26.14	Y	5.23	31.37	32.00	N	0.00	32.00	22%	5.86
• Sunday	31.37	Y	6.27	37.64	38.00	N	0.00	38.00	21%	6.63
USE OF AMENITIES (PER HOUR)										
• Evenings 17:00 - 21:30	20.91	Y	4.18	25.09	25.00	N	0.00	25.00	20%	4.09
• Saturday	26.14	Y	5.23	31.37	32.00	N	0.00	32.00	22%	5.86
• Sunday	31.37	Y	6.27	37.64	38.00	N	0.00	38.00	21%	6.63
ADDITIONAL EQUIPMENT / SERVICE HIRE (PER HOUR)										
• Projector(includes wide screen)	8.36	Y	1.67	10.03	10.00	N	0.00	10.00	20%	1.64
• TV / DVD	10.46	Y	2.09	12.55	13.00	N	0.00	13.00	24%	2.54
• Laptop	10.46	Y	2.09	12.55	13.00	N	0.00	13.00	24%	2.54
• Flip Chart Stands	2.09	Y	0.42	2.51	3.00	N	0.00	3.00	44%	0.91
• Photocopying (per sheet)	0.10	Y	0.02	0.12	0.15	N	0.00	0.15	50%	0.05
• Large Water Boiler	5.23	Y	1.05	6.28	6.50	N	0.00	6.50	24%	1.27

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
OFFICE AND ROOM LETTINGS										
HONEYWELL CENTRE - COMMERCIAL RATES PER HOUR										
• Hall	38.50	N	0.00	38.50	38.50	N	0.00	38.50	0%	0.00
• Youth Wing	33.00	N	0.00	33.00	33.00	N	0.00	33.00	0%	0.00
• Community Room 1	22.00	N	0.00	22.00	22.00	N	0.00	22.00	0%	0.00
• Community Room 2	22.00	N	0.00	22.00	22.00	N	0.00	22.00	0%	0.00
• IT Suite	28.00	N	0.00	28.00	28.00	N	0.00	28.00	0%	0.00
• Studio 2	33.00	N	0.00	33.00	33.00	N	0.00	33.00	0%	0.00
• Fitness/Dance Studio	10.00	N	0.00	10.00	10.00	N	0.00	10.00	0%	0.00
Discounts on the above charges will be applied for community and voluntary groups										
ON STREET CAR PARKING										
MONDAY - SATURDAY 8AM TO 6PM										
• 0 - 45 minutes	0.20	N	0.00	0.20	0.20	N	0.00	0.20	0%	0.00
• 0 - 1 hour	0.40	N	0.00	0.40	0.40	N	0.00	0.40	0%	0.00
• 0 - 1 hour 30 minutes	0.70	N	0.00	0.70	0.70	N	0.00	0.70	0%	0.00
• 0 - 2 hours	1.10	N	0.00	1.10	1.10	N	0.00	1.10	0%	0.00
• Annual Parking Waiver (On Street Only)	300.00	N	0.00	300.00	300.00	N	0.00	300.00	0%	0.00
• Short Term Parking Waiver 2 - 28 days	37.00	N	0.00	37.00	37.00	N	0.00	37.00	0%	0.00
• Short Term Parking Waiver 1 day	22.00	N	0.00	22.00	22.00	N	0.00	22.00	0%	0.00
TOMMYFIELD MARKET CAR PARK (INC DISABLED BADGE HOLDERS)										
MONDAY - FRIDAY 8AM TO MIDNIGHT										
• 0 – 30 minutes	0.67	Y	0.13	0.80	0.67	Y	0.13	0.80	0%	0.00
• 0 – 1 hour	1.17	Y	0.23	1.40	1.17	Y	0.23	1.40	0%	0.00
• 0 – 2 hours	1.67	Y	0.33	2.00	1.67	Y	0.33	2.00	0%	0.00
SATURDAY AND SUNDAY										
• 0 – 3 hours	FREE	Y	0.00	FREE	0.00	Y	0.00	0.00	0%	0.00

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
BOW STREET/SOUTHGATE STREET/WATERLOO STREET CAR PARKS										
Disabled Badge Holders - all day	FREE	Y	0.00	0.00	0.00	Y	0.00	0.00	0%	0.00
MONDAY - FRIDAY 8AM TO MIDNIGHT										
• 0 – 1 hour	1.00	Y	0.20	1.20	1.00	Y	0.20	1.20	0%	0.00
• 0 – 2 hours	1.42	Y	0.28	1.70	1.42	Y	0.28	1.70	0%	0.00
• 0 – 3 hours	1.75	Y	0.35	2.10	1.75	Y	0.35	2.10	0%	0.00
• 0 – 5 hours	2.42	Y	0.48	2.90	2.42	Y	0.48	2.90	0%	0.00
• Over 5 hours	3.83	Y	0.77	4.60	3.83	Y	0.77	4.60	0%	0.00
SATURDAY AND SUNDAY										
• 0 – 3 hours	FREE	Y	0.00	FREE	0.00	Y	0.00	0.00	0%	0.00
• 0 – 5 hours	2.42	Y	0.48	2.90	2.42	Y	0.48	2.90	0%	0.00
• Over 5 hours	3.83	Y	0.77	4.60	3.83	Y	0.77	4.60	0%	0.00
CIVIC CENTRE CAR PARK										
Disabled Badge Holders 0- 3 hours	FREE	Y	0.00	0.00	0.00	Y	0.00	0.00	0%	0.00
MONDAY TO FRIDAY 8AM TO 7PM										
• 0 – 1 hour	1.08	Y	0.22	1.30	1.08	Y	0.22	1.30	0%	0.00
• 0 – 2 hours	1.50	Y	0.30	1.80	1.50	Y	0.30	1.80	0%	0.00
• 0 – 3 hours	2.08	Y	0.42	2.50	2.08	Y	0.42	2.50	0%	0.00
• 0 – 4 hours	2.92	Y	0.58	3.50	2.92	Y	0.58	3.50	0%	0.00
• 0 – 5 hours	3.08	Y	0.62	3.70	3.08	Y	0.62	3.70	0%	0.00
• Over 5 hours	6.67	Y	1.33	8.00	6.67	Y	1.33	8.00	0%	0.00
SATURDAY AND SUNDAY 8AM TO 7PM										
• 0 – 3 hours	FREE	Y	0.00	FREE	0.00	Y	0.00	0.00	0%	0.00
• 0 – 4 hours	2.92	Y	0.58	3.50	2.92	Y	0.58	3.50	0%	0.00
• 0 – 5 hours	3.08	Y	0.62	3.70	3.08	Y	0.62	3.70	0%	0.00
• Over 5 hours	6.67	Y	1.33	8.00	6.67	Y	1.33	8.00	0%	0.00
MONDAY - FRIDAY 7PM TO MIDNIGHT										
• 0 to 5 hours	1.00	Y	0.20	1.20	1.00	Y	0.20	1.20	0%	0.00
SATURDAY AND SUNDAY 7PM TO MIDNIGHT										
• 0 – 3 hours	FREE	Y	0.00	FREE	0.00	Y	0.00	0.00	0%	0.00
• 0 – 5 hours	1.00	Y	0.20	1.20	1.00	Y	0.20	1.20	0%	0.00

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
NEW RADCLIFFE STREET CAR PARK (INCL DISABLED BADGE HOLDERS)										
ALL DAYS 8AM TO MIDNIGHT										
• 0 – 3 hours	FREE	Y	0.00	FREE	0.00	Y	0.00	0.00	0%	0.00
• 0 – 5 hours	2.42	Y	0.48	2.90	2.42	Y	0.48	2.90	0%	0.00
• Over 5 hours	3.83	Y	0.77	4.60	3.83	Y	0.77	4.60	0%	0.00
BRADSHAW STREET CAR PARK										
MONDAY TO FRIDAY 8AM TO 6PM										
Disabled Badge Holders all day	FREE	Y	0.00	0.00	0.00	Y	0.00	0.00	0%	0.00
• 0 – 1 hour	1.00	Y	0.20	1.20	1.00	Y	0.20	1.20	0%	0.00
• 0 – 2 hours	1.42	Y	0.28	1.70	1.42	Y	0.28	1.70	0%	0.00
• 0 – 3 hours	1.75	Y	0.35	2.10	1.75	Y	0.35	2.10	0%	0.00
• 0 – 4 hours	2.33	Y	0.47	2.80	2.33	Y	0.47	2.80	0%	0.00
• 0 – 5 hours	2.83	Y	0.57	3.40	2.83	Y	0.57	3.40	0%	0.00
• Over 5 hours	5.83	Y	1.17	7.00	5.83	Y	1.17	7.00	0%	0.00
SATURDAY AND SUNDAY 8AM TO 6PM										
• 0 – 3 hours	FREE	Y	0.00	FREE	0.00	Y	0.00	0.00	0%	0.00
• 0 – 4 hours	1.00	Y	0.20	1.20	1.00	Y	0.20	1.20	0%	0.00
• 0 – 5 hours	2.83	Y	0.57	3.40	2.83	Y	0.57	3.40	0%	0.00
• Over 5 hours	5.83	Y	1.17	7.00	5.83	Y	1.17	7.00	0%	0.00
MONDAY - FRIDAY 6PM TO MIDNIGHT										
• 0 to 6 hours	1.25	Y	0.25	1.50	1.25	Y	0.25	1.50	0%	0.00
SATURDAY AND SUNDAY 6PM TO MIDNIGHT										
• 0 – 3 hours	FREE	Y	0.00	FREE	0.00	Y	0.00	0.00	0%	0.00
• 0 – 6 hours	1.25	Y	0.25	1.50	1.25	Y	0.25	1.50	0%	0.00
DOVESTONES (SADDLEWORTH) CAR PARK										
ALL DAYS 8AM TO MIDNIGHT										
• 0 – 3 hours	0.50	Y	0.10	0.60	0.50	Y	0.10	0.60	0%	0.00
• All Day	1.08	Y	0.22	1.30	1.08	Y	0.22	1.30	0%	0.00

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
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FORMER SPORTS CENTRE CAR PARK (INCL DISABLED BADGE HOLDERS)										
MONDAY TO FRIDAY 8AM TO 6PM										
• 0 – 2 hours	1.33	Y	0.27	1.60	1.33	Y	0.27	1.60	0%	0.00
• 2 - 4 hours	2.25	Y	0.45	2.70	2.25	Y	0.45	2.70	0%	0.00
• All Day	5.50	Y	1.10	6.60	5.50	Y	1.10	6.60	0%	0.00
SATURDAY										
• 0 – 3 hours	FREE	Y	0.00	FREE	0.00	Y	0.00	0.00	0%	0.00
• 0 - 4 hours	2.25	Y	0.45	2.70	2.25	Y	0.45	2.70	0%	0.00
• All Day	5.50	Y	1.10	6.60	5.50	Y	1.10	6.60	0%	0.00
SUNDAY										
• All Day	FREE	Y	0.00	FREE	0.00	Y	0.00	0.00	0%	0.00
CONTRACT PASS CHARGES										
• Bradshaw St	641.67	Y	128.33	770.00	641.67	Y	128.33	770.00	0%	0.00
• Bow Street	574.17	Y	114.83	689.00	574.17	Y	114.83	689.00	0%	0.00
• Southgate Street	614.17	Y	122.83	737.00	614.17	Y	122.83	737.00	0%	0.00
• Waterloo Street	614.17	Y	122.83	737.00	614.17	Y	122.83	737.00	0%	0.00
HOBSON STREET CAR PARK CONTRACT PARKING										
• Annual	593.30	Y	118.66	711.96	593.30	Y	118.66	711.96	0%	0.00
• Disabled Badge Holders	FREE	Y	0.00	FREE	0.00	Y	0.00	0.00	0%	0.00
SUSPENSION COSTS										
• Deployment of a small suspension (up to 20 cones)	29.17	Y	5.83	35.00	29.17	Y	5.83	35.00	0%	0.00
• Deployment of a medium suspension (21 to 40 cones)	58.33	Y	11.67	70.00	58.33	Y	11.67	70.00	0%	0.00
• Deployment of a large suspension (41 to 100 cones)	87.50	Y	17.50	105.00	87.50	Y	17.50	105.00	0%	0.00

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
SCHOOL MEALS										
MAINTAINED SCHOOLS										
Meal per day for Adult (from 1st September 2019)	2.40	Y	0.48	2.88	2.50	Y	0.50	3.00	4%	0.10
Meal per day for Child (from 1st September 2019)	2.10	N	0.00	2.10	2.30	N	0.00	2.30	10%	0.20
PARKS AND OPEN SPACES										
• Hire of large park or playing field	335.28	Y	67.06	402.33	350.00	Y	70.00	420.00	4.4%	14.72
• Concessionary use by a Charity	218.66	Y	43.73	262.40	225.00	Y	45.00	270.00	2.9%	6.34
• Hire of small park or playing field	159.50	Y	31.90	191.39	165.00	Y	33.00	198.00	3.5%	5.51
• Concessionary use by a Charity	106.33	Y	21.27	127.59	110.00	Y	22.00	132.00	3.5%	3.67
OUTDOOR FACILITIES (CHARGES SEASONAL)										
FOOTBALL, RUGBY, LACROSSE AND HOCKEY										
CHANGING ACCOMMODATION										
• Grade A - Good	200.00	N	0.00	200.00	205.00	N	0.00	205.00	2.5%	5.00
• Grade B - Above Average	155.00	N	0.00	155.00	160.00	N	0.00	160.00	3.2%	5.00
• Grade C - Average	130.00	N	0.00	130.00	135.00	N	0.00	135.00	3.8%	5.00
PITCH										
• Grade A	430.00	N	0.00	430.00	445.00	N	0.00	445.00	3.5%	15.00
• Grade B	360.00	N	0.00	360.00	375.00	N	0.00	375.00	4.2%	15.00
• Grade C	315.00	N	0.00	315.00	325.00	N	0.00	325.00	3.2%	10.00
• Occasional use of pitch including accommodation	90.00	Y	18.00	108.00	95.00	Y	19.00	114.00	5.6%	5.00
• Occasional use of pitch only	70.00	Y	14.00	84.00	70.00	Y	14.00	84.00	0.0%	0.00
• Occasional use of changing accommodation per hour	20.00	Y	4.00	24.00	20.00	Y	4.00	24.00	0.0%	0.00
JUNIOR CHARGES										
• 75% of the above charges	75% of above			75% of above	75% of above			75% of above	0.0%	0.00
CRICKET										
• Use of pitch per season alternate Saturdays <u>without</u> changing accommodation	400.00	N	0.00	400.00	415.00	N	0.00	415.00	3.8%	15.00
• Use of pitch per season alternate Saturdays <u>with</u> changing accommodation	510.00	N	0.00	510.00	530.00	N	0.00	530.00	3.9%	20.00
• Casual use of pitch <u>and</u> changing accommodation per match	90.00	Y	18.00	108.00	95.00	Y	19.00	114.00	5.6%	5.00
• Casual use of pitch <u>without</u> changing accommodation per match	70.00	Y	14.00	84.00	70.00	Y	14.00	84.00	0.0%	0.00

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CEMETERIES										
NEW GRAVES										
• New grave for 1 or 2 people	838.64	N	0.00	838.64	860.00	N	0.00	860.00	2.5%	21.37
• (Non resident)	1,260.53	N	0.00	1,260.53	1290.00	N	0.00	1290.00	2.3%	29.48
• New grave for 3 interments	887.00	N	0.00	887.00	910.00	N	0.00	910.00	2.6%	23.00
• (Non resident)	1,327.41	N	0.00	1,327.41	1360.00	N	0.00	1360.00	2.5%	32.59
• New grave for 2 interments including foundation	998.13	N	0.00	998.13	1025.00	N	0.00	1025.00	2.7%	26.87
• (Non resident)	1,414.88	N	0.00	1,414.88	1450.00	N	0.00	1450.00	2.5%	35.13
• New grave for 3 interments including foundation	1,042.38	N	0.00	1,042.38	1070.00	N	0.00	1070.00	2.7%	27.62
• (Non resident)	1,481.76	N	0.00	1,481.76	1520.00	N	0.00	1520.00	2.6%	38.24
• Plot for cremated remains – Crompton	734.71	N	0.00	734.71	750.00	N	0.00	750.00	2.1%	15.29
• Plot for cremated remains – Crompton (non resident)	1,095.89	N	0.00	1,095.89	1125.00	N	0.00	1125.00	2.7%	29.12
• Plot for cremated remains – Hollinwood	350.00	N	0.00	350.00	360.00	N	0.00	360.00	2.9%	10.00
• Plot for cremated remains – Hollinwood (non resident)	515.00	N	0.00	515.00	530.00	N	0.00	530.00	2.9%	15.00
• Appointment to choose a new grave or locate a grave with staff assistance	33.96	N	0.00	33.96	35.00	N	0.00	35.00	3.1%	1.04
INTERMENT FEES FOR OPENING STANDARD PLOT GRAVES AND VAULTS WITH EXCLUSIVE RIGHT OF BURIAL AND PUBLIC GRAVES										
• Persons 18 years of age and over	818.06	N	0.00	818.06	840.00	N	0.00	840.00	2.7%	21.95
• Persons 18 years of age and over (non resident)	1,217.31	N	0.00	1,217.31	1250.00	N	0.00	1250.00	2.7%	32.69
• Persons 18 years of age and under	0.00	N	0.00	FREE	0.00	N	0.00	0.00	0.0%	0.00
• Still born and Non-viable foetus	0.00	N	0.00	FREE	0.00	N	0.00	0.00	0.0%	0.00
• Exhumation fees	1,123.67	N	0.00	1,123.67	1150.00	N	0.00	1150.00	2.3%	26.33
SURCHARGES FOR OUT OF NORMAL HOURS BURIALS										
• Mon to Thurs between 2.30 and 4.00	51.45	N	0.00	51.45	52.00	N	0.00	52.00	1.1%	0.55
• Friday between 11am and 12noon	51.45	N	0.00	51.45	52.00	N	0.00	52.00	1.1%	0.55
• Friday between 12noon and 1pm	101.87	N	0.00	101.87	104.00	N	0.00	104.00	2.1%	2.13
• Friday between 1pm and 2pm	153.32	N	0.00	153.32	157.00	N	0.00	157.00	2.4%	3.68
• Friday after 2pm and weekday evenings	205.80	N	0.00	205.80	210.00	N	0.00	210.00	2.0%	4.20
• Burials (Saturday, Sunday or Bank Holidays)	527.88	N	0.00	527.88	540.00	N	0.00	540.00	2.3%	12.12

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INTERMENT OF CREMATED REMAINS										
• Interment in earthen graves or vaults	225.35	N	0.00	225.35	230.00	N	0.00	230.00	2.1%	4.65
• Strewing of cremated remains (Non Oldham resident)	51.45	N	0.00	51.45	52.00	N	0.00	52.00	1.1%	0.55
MONUMENTAL FEES										
• Permission to erect a memorial not exceeding 3' in height	169.79	N	0.00	169.79	175.00	N	0.00	175.00	3.1%	5.22
• Permission to erect a memorial not exceeding 3' in height (non resident)	245.93	N	0.00	245.93	250.00	N	0.00	250.00	1.7%	4.07
• Permission to add an additional inscription	43.99	N	0.00	43.99	45.00	N	0.00	45.00	2.3%	1.01
• Provision of memorial under 2'	63.80	N	0.00	63.80	65.00	N	0.00	65.00	1.9%	1.20
OTHER CHARGES										
• Bricked Grave for 2 persons	735.74	N	0.00	735.74	755.00	N	0.00	755.00	2.6%	19.27
• Bricked Grave for 2 persons (non resident)	1,101.03	N	0.00	1,101.03	1130.00	N	0.00	1130.00	2.6%	28.97
• Coffin size larger than 6'6 long or 26" wide - Surcharge	51.45	N	0.00	51.45	0.00	N	0.00	0.00	-100.0%	-51.45
• Bricks to seal grave	107.02	N	0.00	107.02	110.00	N	0.00	110.00	2.8%	2.98
• Concrete lining for graves	277.83	N	0.00	277.83	285.00	N	0.00	285.00	2.6%	7.17
• Timber lining for graves	185.22	N	0.00	185.22	190.00	N	0.00	190.00	2.6%	4.78
• Test dig to confirm depth	64.83	N	0.00	64.83	65.00	N	0.00	65.00	0.3%	0.17
• Certified extracts from burial register	21.09	N	0.00	21.09	22.00	N	0.00	22.00	4.3%	0.91
• Transfer of grant of exclusive right of burial	66.89	N	0.00	66.89	69.00	N	0.00	69.00	3.2%	2.12
• Transfer of grant of exclusive right of burial (to a non resident)	94.67	N	0.00	94.67	97.00	N	0.00	97.00	2.5%	2.33
• Issue duplicate of grant of exclusive right of burial	62.77	N	0.00	62.77	65.00	N	0.00	65.00	3.6%	2.23
• Issue duplicate of grant of exclusive right of burial (non resident)	97.76	N	0.00	97.76	100.00	N	0.00	100.00	2.3%	2.25
• Use of Crematorium Chapel (Inc. recorded music or use of organ)	195.51	N	0.00	195.51	200.00	N	0.00	200.00	2.3%	4.49
• Re-open niche	62.77	N	0.00	62.77	65.00	N	0.00	65.00	3.6%	2.23
• Grave search	15.95	N	0.00	15.95	16.50	N	0.00	16.50	3.5%	0.55
• Register search	39.10	N	0.00	39.10	40.00	N	0.00	40.00	2.3%	0.90

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
• Bronze memorial plaque lease for 10 years	272.69	N	0.00	272.69	280.00	N	0.00	280.00	2.7%	7.32
• Renewal of memorial position for 10 years	170.81	N	0.00	170.81	175.00	N	0.00	175.00	2.5%	4.19
• Renewal of memorial position for 5 years	98.78	N	0.00	98.78	101.00	N	0.00	101.00	2.2%	2.22
• Bronze memorial plaque including lettering	106.33	Y	21.27	127.59	110.00	Y	22.00	132.00	3.5%	3.67
• Double Bronze memorial plaque including lettering	139.77	Y	27.95	167.72	145.00	Y	29.00	174.00	3.7%	5.23
• Granite memorial plaque including lettering	200.00	Y	40.00	240.00	205.00	Y	41.00	246.00	2.5%	5.00
• Lease position on shared bench (to be introduced as available)	272.69	N	0.00	272.69	280.00	N	0.00	280.00	2.7%	7.32

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
CREMATION FEES										
• Persons 18 years of age and over (includes recorded music or use of the organ)	629.75	N	0.00	629.75	645.00	N	0.00	645.00	2.4%	15.25
• Persons under 18 years of age	0.00	N	0.00	FREE	0.00	N	0.00	0.00	0.0%	0.00
• Cremation environmental levy charge (Mercury Abatement legislation)	56.11	N	0.00	56.11	58.00	N	0.00	58.00	3.4%	1.89
• Medical Referee Charge	27.78	N	0.00	27.78	29.00	N	0.00	29.00	4.4%	1.22
• Cremation of Stillborn or non-viable foetus	0.00	N	0.00	FREE	0.00	N	0.00	0.00	0.0%	0.00
OTHER CHARGES										
• Certified extracts from crematorium register	20.07	N	0.00	20.07	21.00	N	0.00	21.00	4.7%	0.93
• Surcharge for cremation after 3.30 pm and extended services (per 30mins)	94.67	N	0.00	94.67	97.00	N	0.00	97.00	2.5%	2.33
FEES FOR INSCRIPTION IN THE BOOK OF REMEMBRANCE										
• Standard 2 line entry	72.88	Y	14.58	87.46	75.00	Y	15.00	90.00	2.9%	2.12
• 5 line entry	130.34	Y	26.07	156.41	135.00	Y	27.00	162.00	3.6%	4.66
• 8 line entry	216.95	Y	43.39	260.35	225.00	Y	45.00	270.00	3.7%	8.05
• 5 line entry with floral emblem	270.11	Y	54.02	324.14	275.00	Y	55.00	330.00	1.8%	4.89
• 5 line entry with badge, crest, shield, illuminated Capital or 8 Line entry with floral emblem.	331.00	Y	66.20	397.20	340.00	Y	68.00	408.00	2.7%	9.00
• 8 line entry with badge, crest, shield or illuminated capital	355.01	Y	71.00	426.01	365.00	Y	73.00	438.00	2.8%	10.00
• 8 line entry with full coat of arms	370.44	Y	74.09	444.53	380.00	Y	76.00	456.00	2.6%	9.56
MEMORIAL CARDS										
• Standard 2 line entry	35.16	Y	7.03	42.19	40.00	Y	8.00	48.00	13.8%	4.84
• 5 line entry	42.88	Y	8.58	51.45	45.00	Y	9.00	54.00	4.9%	2.12
• 8 line entry	58.02	Y	11.60	69.62	60.00	Y	12.00	72.00	3.4%	1.98
• 5 line entry with motif	71.86	Y	14.37	86.23	75.00	Y	15.00	90.00	4.4%	3.14
• 8 line entry with motif	80.60	Y	16.12	96.72	85.00	Y	17.00	102.00	5.5%	4.40

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
LIBRARIES, LEISURE AND CULTURE										
LIBRARY CARD										
• Adults	2.00	N	0.00	2.00	2.00	N	0.00	2.00	0%	0.00
• Concession	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0%	0.00
• Book Reservations	0.00	N	0.00	0.00	0.00	N	0.00	0.00		
• Inter Library Reservations	3.40	N	0.00	3.40	5.00	N	0.00	5.00	47%	1.60
• Loan of Music Score	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0%	0.00
• Loan of Play Sets	15.00	N	0.00	15.00	15.00	N	0.00	15.00	0%	0.00
• Photocopying	0.10 to 2.14	N	0.00	0.10 to 2.14	N/A	N	N	N/A	N/A	N/A
• Printing	0.10 to 0.62	N	0.00	0.10 to 0.62	N/A	N	N	N/A	N/A	N/A
PHOTOCOPYING AND PRINTING										
• A4 B&W	0.10	N	0.00	0.10	0.10	N	0.00	0.10	0%	0.00
• A4 Colour	0.60	N	0.00	0.60	0.60	N	0.00	0.60	0%	0.00
• A3 B&W	0.20	N	0.00	0.20	0.20	N	0.00	0.20	0%	0.00
• A3 Colour	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0%	0.00
FAX										
• Send - All £1.00 first sheet, 0.50p per subsequent sheet	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0%	0.00
• Receive - All	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0%	0.00
LIBRARIES ROOM HIRE										
Performance Space Oldham Library	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0%	0.00
Meeting Rooms	10.00	N	0.00	10.00	10.00	N	0.00	10.00	0%	0.00
Sensory Room - Public bookings for half an hour slot	N/A	N/A	N/A	N/A	3.00	N	0.00	3.00	100%	3.00
Sensory Room - Themed session - price per child attending	N/A	N/A	N/A	N/A	3.00	N	0.00	3.00	100%	3.00
Sensory Room - Group bookings for one hour slots	N/A	N/A	N/A	N/A	10.00	N	0.00	10.00	100%	10.00
Sensory Room - Book Bag Session	N/A	N/A	N/A	N/A	30.00	N	0.00	30.00	100%	30.00
Sensory Room - Schools and private settings annual subscription offer- includes two sessions per month, incorporating two book bag sessions	N/A	N/A	N/A	N/A	200.00	N	0.00	200.00	100%	200.00

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
BOOK FINES										
• Adults per book per day	0.15	N	0.00	0.15	0.15	N	0.00	0.15	0%	0.00
• Teens per book per day	0.05	N	0.00	0.05	0.05	N	0.00	0.05	0%	0.00
• Children per book per day	0.00	N	0.00	0.00	0.00	N	0.00	0.00	0%	0.00
• Over 60's	0.05	N	0.00	0.05	0.05	N	0.00	0.05	0%	0.00
OTHER FINES										
• DVDs per week	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0%	0.00
• CD ROMS per week	2.86	N	0.00	2.86	N/A	N	0.00	N/A	-100%	-2.86

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
OLDHAM THEATRE WORKSHOP										
ACTING & DEVISING WORKSHOP										
• In Oldham	52.50	N	0.00	52.50	53.00	N	0.00	53.00	1%	0.50
• In Oldham on benefit	28.00	N	0.00	28.00	29.00	N	0.00	29.00	4%	1.00
• Outside Oldham	68.00	N	0.00	68.00	69.00	N	0.00	69.00	1%	1.00
• Outside Oldham on benefit	36.50	N	0.00	36.50	37.00	N	0.00	37.00	1%	0.50
CREATE A PERFORMANCE										
• In Oldham	66.00	N	0.00	66.00	67.00	N	0.00	67.00	2%	1.00
• In Oldham on benefit	33.50	N	0.00	33.50	34.00	N	0.00	34.00	1%	0.50
• Outside Oldham	83.50	N	0.00	83.50	84.00	N	0.00	84.00	1%	0.50
• Outside Oldham on benefit	45.00	N	0.00	45.00	46.00	N	0.00	46.00	2%	1.00
IMAGINEERS										
• In Oldham	46.00	N	0.00	46.00	46.00	N	0.00	46.00	0%	0.00
• In Oldham on benefit	24.00	N	0.00	24.00	24.00	N	0.00	24.00	0%	0.00
• Outside Oldham	60.50	N	0.00	60.50	60.50	N	0.00	60.50	0%	0.00
• Outside Oldham on benefit	30.50	N	0.00	30.50	30.50	N	0.00	30.50	0%	0.00
SHOW (SUMMER AND CHRISTMAS)										
• In Oldham	101.00	N	0.00	101.00	102.00	N	0.00	102.00	1%	1.00
• In Oldham on benefit	50.00	N	0.00	50.00	51.00	N	0.00	51.00	2%	1.00
• Outside Oldham	117.00	N	0.00	117.00	118.00	N	0.00	118.00	1%	1.00
• Outside Oldham on benefit	58.50	N	0.00	58.50	59.00	N	0.00	59.00	1%	0.50
SHOW (SUMMER SMALLER SHOW)										
• In Oldham	80.00	N	0.00	80.00	81.00	N	0.00	81.00	1%	1.00
• In Oldham on benefit	41.00	N	0.00	41.00	42.00	N	0.00	42.00	2%	1.00
• Outside Oldham	92.00	N	0.00	92.00	93.00	N	0.00	93.00	1%	1.00
• Outside Oldham on benefit	48.00	N	0.00	48.00	49.00	N	0.00	49.00	2%	1.00
• Summer Holiday Show in a Week one price for all	53.00	N	0.00	53.00	55.00	N	0.00	55.00	4%	2.00
• Actors House - Once a year one price for all	22.00	N	0.00	22.00	30.00	N	0.00	30.00	36%	8.00
SHOW TICKET PRICE										
• In Oldham	9.50	N	0.00	9.50	10.00	N	0.00	10.00	5%	0.50
• In Oldham on benefit	8.00	N	0.00	8.00	8.00	N	0.00	8.00	0%	0.00
• Outside Oldham	9.50	N	0.00	9.50	10.00	N	0.00	10.00	5%	0.50
• Outside Oldham on benefit	8.00	N	0.00	8.00	8.00	N	0.00	8.00	0%	0.00
• Show backs at internal OTW studio venue	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0%	0.00

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
LOCAL STUDIES & ARCHIVES										
LOCAL STUDIES LIBRARY										
• Photocopying	0.20 - 1.20	N	0.00	0.20 - 1.20	0.20 - 1.20	N	0.00	0.20 - 1.20	0%	0.00
• Photocopying of Archives	0.50 - 2.10	N	0.00	0.50 - 2.10	0.50 - 2.10	N	0.00	0.50 - 2.10	0%	0.00
• Microfiche	0.80 - 1.60	N	0.00	0.80 - 1.60	0.80 - 1.60	N	0.00	0.80 - 1.60	0%	0.00
• Use of Digital Camera	6.00 - 12.00	N	0.00	6.00 - 12.00	6.00 - 12.00	N	0.00	6.00 - 12.00	0%	0.00
• OS 25" Map Copies	12.00	N	0.00	12.00	12.00	N	0.00	12.00	0%	0.00
• Lectures	30.00	N	0.00	30.00	30.00	N	0.00	30.00	0%	0.00
• Research	6.00 - 35.00	N	0.00	6.00 - 35.00	6.00 - 35.00	N	0.00	6.00 - 35.00	0%	0.00
• Copies of photographs	6.00	N	0.00	6.00	6.00	N	0.00	6.00	0%	0.00
REPRODUCTION										
• Books, periodicals, e-books, CD-Roms	30.00 - 120.22	N	0.00	30.00 - 120.22	30.00 - 120.22	N	0.00	30.00 - 120.22	0%	0.00
• Presentations and internal reports	60.00 - 120.00	N	0.00	60.00 - 120.00	60.00 - 120.00	N	0.00	60.00 - 120.00	0%	0.00
• Advertising in newspapers and periodicals	60.00 - 120.00	N	0.00	60.00 - 120.00	60.00 - 120.00	N	0.00	60.00 - 120.00	0%	0.00
• Television	60.00 - 700.00	N	0.00	60.00 - 700.00	60.00 - 700.00	N	0.00	60.00 - 700.00	0%	0.00
• Videos DVD's and films	120.00 - 240.00	N	0.00	120.00 - 240.00	120.00 - 240.00	N	0.00	120.00 - 240.00	0%	0.00
• Exhibitions	60.00	N	0.00	60.00	60.00	N	0.00	60.00	0%	0.00
• Interior Decoration of commercial premises	60.00	N	0.00	60.00	60.00	N	0.00	60.00	0%	0.00
OLDHAM GALLERY										
OLDHAM GALLERY ROOM HIRE										
• Education Suite Per hour	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0%	0.00
• Education Suite - Out of Hours	Price on Arrangement			Price on Arrangement	Price on Arrangement			Price on Arrangement	0%	0%
• Gallery Per Hour	29.80 - 109.20	N	0.00	29.80 - 109.20	29.80 - 109.20	N	0.00	29.80 - 109.20	0%	0.00
• All Gallery	Price on Arrangement	N	0.00	Price on Arrangement	Price on Arrangement	N	0.00	Price on Arrangement	0%	0%

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MUSIC CENTRE										
MUSIC CENTRE ACTIVITIES										
(Membership Fees - Academic year charges Sepember to August annually)										
• Tuition Fees	46.00	N	0.00	46.00	47.50	N	0.00	47.50	3%	1.50
• Tuition Fees Additional sibilings	38.00	N	0.00	38.00	39.00	N	0.00	39.00	3%	1.00
• Tuition Fees Pre-school	51.00	N	0.00	51.00	52.50	N	0.00	52.50	3%	1.50
• Tuition Fees Adults	51.00	N	0.00	51.00	55.00	N	0.00	55.00	8%	4.00
• Tuition Fees Additional Groups	38.00	N	0.00	38.00	55.00	N	0.00	55.00	45%	17.00
• Letting of rooms (public) per hour	46.00	N	0.00	46.00	50.00	N	0.00	50.00	9%	4.00
• Letting of rooms (exam board) per day	163.00	N	0.00	163.00	170.00	N	0.00	170.00	4%	7.00
SERVICES DELIVERED IN SCHOOLS										
(Academic year charges Sepember to August annually)										
• Whole Class Instrumental Tuition WCIT	2,310.00	N	0.00	2,310.00	2370.00	N	0.00	2370.00	3%	60.00
• Ongoing Opportunities (first 30 mins)	FREE	N	0.00	FREE	0.00	N	0.00	0.00	0%	0.00
• Ongoing Opportunities (additional 30 min blocks)	966.00	N	0.00	966.00	995.00	N	0.00	995.00	3%	29.00
• Hands and Voices	1,932.00	N	0.00	1,932.00	1981.00	N	0.00	1981.00	3%	49.00
• Tune-in to Talking	1,932.00	N	0.00	1,932.00	1981.00	N	0.00	1981.00	3%	49.00
• Music Therapy	1,923.00	N	0.00	1,923.00	1981.00	N	0.00	1981.00	3%	58.00
• Pre-WCIT Class Music	1,923.00	N	0.00	1,923.00	1981.00	N	0.00	1981.00	3%	58.00
• Curriculum KS2 Class Music	1,923.00	N	0.00	1,923.00	1981.00	N	0.00	1981.00	3%	58.00
• Musical Beginnings (pre-school music classes)	1,923.00	N	0.00	1,923.00	1981.00	N	0.00	1981.00	3%	58.00
• Choir/Band/Ensemble rehearsals	1,923.00	N	0.00	1,923.00	1981.00	N	0.00	1981.00	3%	58.00
• Small Group instrumental/vocal tuition	1,923.00	N	0.00	1,923.00	1981.00	N	0.00	1981.00	3%	58.00

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SKIP LICENCE										
SKIP PERMITS										
• Registration	155.00	N	0.00	155.00	160.00	N	0.00	160.00	3.2%	5.00
• Application when registration is in place	30.00	N	0.00	30.00	31.00	N	0.00	31.00	3.3%	1.00
ANNUAL PERMISSIONS										
• Up to 100 skips	1,160.00	N	0.00	1,160.00	1188.00	N	0.00	1188.00	2.4%	28.00
• Up to 300 skips	3,460.00	N	0.00	3,460.00	3543.00	N	0.00	3543.00	2.4%	83.00
• Up to 500 skips	5,760.00	N	0.00	5,760.00	5898.00	N	0.00	5898.00	2.4%	138.00
• Over 500 - each skip thereafter	12.00	N	0.00	12.00	12.50	N	0.00	12.50	4.2%	0.50
• Retrospective application following officer visit	100.00	N	0.00	100.00	102.50	N	0.00	102.50	2.5%	2.50
SCAFFOLDING LICENCE										
• Application	70.00	N	0.00	70.00	80.00	N	0.00	80.00	14.3%	10.00
• Renewal	45.00	N	0.00	45.00	46.00	N	0.00	46.00	2.2%	1.00
• Annual Permission	1,260.00	N	0.00	1,260.00	1290.00	N	0.00	1290.00	2.4%	30.00
• Retrospective application following officer visit	100.00	N	0.00	100.00	102.00	N	0.00	102.00	2.0%	2.00
HOARDING LICENCE										
• Application	65.00	N	0.00	65.00	67.00	N	0.00	67.00	3.1%	2.00
• Renewal	45.00	N	0.00	45.00	46.00	N	0.00	46.00	2.2%	1.00
• Retrospective application following officer visit	100.00	N	0.00	100.00	102.00	N	0.00	102.00	2.0%	2.00
• Inspections of hoardings	Cost recovery +5%	N	0.00	Cost Recovery +5%	Cost recovery +5%	N	0.00	Cost recovery +5%	0.0%	0.00
• Duplicate licences (Any Licence)	15.00	N	0.00	15.00	15.50	N	0.00	15.50	3.3%	0.50
FLEET MOT CHARGES										
• MOT of Car	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0.0%	0.00
• MOT of Minibus	55.00	N	0.00	55.00	55.00	N	0.00	55.00	0.0%	0.00

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TRADE WASTE										
REFUSE COLLECTION										
• Sacks: 52 sacks (per year)	107.34	N	0.00	107.34	109.92	N	0.00	109.92	2.4%	2.58
• 140 Litre Wheeled Bins (per bin per year)	153.27	N	0.00	153.27	156.95	N	0.00	156.95	2.4%	3.68
• Second And Subsequent Bins (per bin per year)	114.29	N	0.00	114.29	117.04	N	0.00	117.04	2.4%	2.75
• 240 Litre Wheeled Bins (per bin per year)	226.25	N	0.00	226.25	231.68	N	0.00	231.68	2.4%	5.43
• Second And Subsequent Bins (per bin per year)	187.38	N	0.00	187.38	191.88	N	0.00	191.88	2.4%	4.50
• 360 Litre Wheeled Bins (per bin per year)	308.62	N	0.00	308.62	316.03	N	0.00	316.03	2.4%	7.41
• Second And Subsequent Bins (per bin per year)	274.26	N	0.00	274.26	280.84	N	0.00	280.84	2.4%	6.58
• 770 Litre Wheeled Bins (per bin per year)	651.21	N	0.00	651.21	666.84	N	0.00	666.84	2.4%	15.63
• Second And Subsequent Bins (per bin per year)	548.51	N	0.00	548.51	561.68	N	0.00	561.68	2.4%	13.17
• 1100 Litre Wheeled Bins (per bin per year)	837.39	N	0.00	837.39	857.49	N	0.00	857.49	2.4%	20.10
• Second And Subsequent Bins (per bin per year)	736.86	N	0.00	736.86	754.54	N	0.00	754.54	2.4%	17.68
• 1280 Litre Wheeled Bins (1 bin per week)	856.88	N	0.00	856.88	N/A	N	N/A	N/A	-100.0%	-856.88
• Second And Subsequent Bins (1 bin per week)	754.07	N	0.00	754.07	N/A	N	N/A	N/A	-100.0%	-754.07
RECYCLING (Trade Waste)										
• Sacks: 52 sacks (per year)	50.86	N	0.00	50.86	N/A	N	N/A	N/A	-100.0%	-50.86
• 140 Litre Wheeled Bins (per bin per year)	72.39	N	0.00	72.39	76.01	N	0.00	76.01	5.0%	3.62
• Second And Subsequent Bins (per bin per year)	53.97	N	0.00	53.97	56.67	N	0.00	56.67	5.0%	2.70
• 240 Litre Wheeled Bins (per bin per year)	106.89	N	0.00	106.89	112.23	N	0.00	112.23	5.0%	5.34
• Second And Subsequent Bins (per bin per year)	88.49	N	0.00	88.49	92.91	N	0.00	92.91	5.0%	4.42
• 360 Litre Wheeled Bins (per bin per year)	145.68	N	0.00	145.68	152.97	N	0.00	152.97	5.0%	7.29
• Second And Subsequent Bins (per bin per year)	129.61	N	0.00	129.61	136.09	N	0.00	136.09	5.0%	6.48
• 770 Litre Wheeled Bins (per bin per year)	307.73	N	0.00	307.73	323.12	N	0.00	323.12	5.0%	15.39
• Second And Subsequent Bins (per bin per year)	259.08	N	0.00	259.08	272.03	N	0.00	272.03	5.0%	12.95
• 1100 Litre Wheeled Bins (per bin per year)	395.69	N	0.00	395.69	415.47	N	0.00	415.47	5.0%	19.78
• Second And Subsequent Bins (per bin per year)	348.07	N	0.00	348.07	365.47	N	0.00	365.47	5.0%	17.40
• 1280 Litre Wheeled Bins (1 bin per week)	404.76	N	0.00	404.76	N/A	N	N/A	N/A	-100.0%	-404.76
• Second And Subsequent Bins (1 bin per week)	356.25	N	0.00	356.25	N/A	N	N/A	N/A	-100.0%	-356.25

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
DOMESTIC WASTE										
REPLACEMENT BINS										
• New Wheeled Bin 140l (Refuse)	28.37	N	0.00	28.37	29.05	N	0.00	29.05	2.4%	0.68
• New Wheeled Bin 140l (Recycling)	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0%	0.00
• New Wheeled Bin 240l (Refuse)	31.52	N	0.00	31.52	32.28	N	0.00	32.28	2.4%	0.76
• New Wheeled Bin 240l (Recycling)	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0%	0.00
• New Wheeled Bin 360l (Refuse) Standard	N/A	N	N/A	N/A	58.88	N	0.00	58.88	100%	58.88
• New Wheeled Bin 360l (Refuse) Lockable	N/A	N	N/A	N/A	77.89	N	0.00	77.89	100%	77.89
• New Wheeled Bin 360l (Recycling) Standard & Lockable	N/A	N	N/A	N/A	FREE	N	0.00	FREE	0%	0.00
• New Wheeled Bin 770l (Refuse)	N/A	N	N/A	N/A	299.39	N	0.00	299.39	100%	299.39
• New Wheeled Bin 770l (Recycling)	N/A	N	N/A	N/A	FREE	N	0.00	FREE	0%	0.00
• New Wheeled Bin 1100l (Refuse)	N/A	N	N/A	N/A	308.22	N	0.00	308.22	100%	308.22
• New Wheeled Bin 110l (Recycling)	N/A	N	N/A	N/A	FREE	N	0.00	FREE	0%	0.00
• Reconditioned Wheeled Bin 140l (Refuse)	14.71	N	0.00	14.71	15.06	N	0.00	15.06	2.4%	0.35
• Reconditioned Wheeled Bin 140l (Recycling)	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0%	0.00
• Reconditioned Wheeled Bin 240l (Refuse)	18.91	N	0.00	18.91	19.37	N	0.00	19.37	2.4%	0.46
• Reconditioned Wheeled Bin 240l (Recycling)	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0%	0.00
• Delivery Charge for all Bin Delivery	FREE	N	0.00	FREE	N/A	N	N/A	N/A	0.0%	0.00
BULKY ITEM COLLECTION										
• Upto 3 bulky items (additional charge for white goods below)	18.00	N	0.00	18.00	18.60	N	0.00	18.60	3%	0.60
• Fee per additional bulky item thereafter	8.50	N	0.00	8.50	6.20	N	0.00	6.20	-27%	-2.30
• Additional charge per item (white goods only)	10.00	N	0.00	10.00	10.00	N	0.00	10.00	0%	0.00
• One free collection per year for residents on the Council's assist list	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0%	0.00
WASTE ADMINISTRATION CHARGES										
• Redelivery of bin after suspension (trade waste)	N/A	N/A	N/A	N/A	30.00	N	0.00	30.00	100%	30.00
• Reducing contract (trade waste)	N/A	N/A	N/A	N/A	30.00	N	0.00	30.00	100%	30.00

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
TRAFFIC AND HIGHWAYS										
• Construction under the Highway	541.01	N	0.00	541.01	554.00	N	0.00	554.00	2.4%	12.99
• Access to cellars	541.01	N	0.00	541.01	554.00	N	0.00	554.00	2.4%	12.99
• Cellar lights	541.01	N	0.00	541.01	554.00	N	0.00	554.00	2.4%	12.99
HIGHWAYS										
• Placing material on	64.00	N	0.00	64.00	65.50	N	0.00	65.50	2.3%	1.50
• Excavation of	230.00	N	0.00	230.00	235.50	N	0.00	235.50	2.4%	5.50
• Application for pavement café licence	178.50	N	0.00	178.50	183.00	N	0.00	183.00	2.5%	4.50
• Renewal of above	100.00	N	0.00	100.00	102.50	N	0.00	102.50	2.5%	2.50
VEHICLE CROSSINGS										
• Light Duty	Individual estimates based on measured work at 2018/19 prices	N	0.00	Individual estimates based on measured work at 2018/19 prices	Individual estimates based on measured work at 2019/20 prices	N	0.00	Individual estimates based on measured work at 2019/20 prices	0.0%	0.00
• Heavy Duty	As above	N	0.00	As above	As above	N	0.00	As above		
• Heavy Duty (Supervision only)	837.50	Y	167.50	1,005.00	858.00	Y	171.60	1029.60	2.4%	20.50
• Removal of accident debris	Cost Recovery + 152.00 Admin	N	0.00	Cost Recovery + £152.00 Admin	Cost Recovery + £156 Admin	N	0.00	Cost Recovery + £156 Admin	0.0%	0.00
• Variation of a parking place order	Cost Recovery + 12.5%	N	0.00	Cost Recovery + 12.5%	Cost Recovery + 12.5%	N	0.00	Cost Recovery + 12.5%	0.0%	0.00
• Exemption from or variation to a traffic regulation order	As above	N	0.00	As above	As above	N	0.00	As above	0.0%	0.00
TEMPORARY TRAFFIC ORDERS										
• Temporary (plus cost of advertising)	1,575.00	N	0.00	1,575.00	1613.00	N	0.00	1613.00	2.4%	38.00
• Emergency Road Closures	815.00	N	0.00	815.00	835.00	N	0.00	835.00	2.5%	20.00
• Temporary Traffic Regulation Notice	815.00	N	0.00	815.00	835.00	N	0.00	835.00	2.5%	20.00
• Special events on the Highway	Cost Recovery + 12.5%	N	0.00	Cost Recovery + 12.5%	Cost Recovery + 12.5%	N	0.00	Cost Recovery + 12.5%	0.0%	0.00

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
SUSPENSION OF PARKING PLACES										
• Parking Budget	Loss of Income + Cost Recovery + 12.5%	N	0.00	Loss of Income + Cost Recovery +12.5%	Loss of Income + Cost Recovery + 12.5%	N	0.00	Loss of Income + Cost Recovery +12.5%	0.0%	0.00
PERMIT TO ERECT NON-STANDARD DIRECTION SIGNS										
• Consideration of request	218.48 Cost	N	0.00	218.48 Cost	224.00 Cost	N	0.00	224.00 Cost	2.5%	5.52
• Erection of signs	Recovery + 12.5%	N	0.00	Recovery + 12.5%	Recovery + 12.5%	N	0.00	Recovery + 12.5%	0.0%	0.00
• Removal of signs	112.20	N	0.00	112.20	115.00	N	0.00	115.00	2.5%	2.80
• Court fees associated with the above	Included in the above	N/A	N/A	Included in the above	Included in the above	N/A	N/A	Included in the above	0.0%	0.00
PERMITS GIVING EXEMPTION TO TRAFFIC ORDERS										
• Per month	36.41	N	0.00	36.41	37.50	N	0.00	37.50	3.0%	1.09
• Per three months	114.44	N	0.00	114.44	117.00	N	0.00	117.00	2.2%	2.56
• Per twelve months	421.36	N	0.00	421.36	431.50	N	0.00	431.50	2.4%	10.14
ACCESS PROTECTION MARKING										
• Fee for application	55.00	N	0.00	55.00	55.00	N	0.00	55.00	0.0%	0.00
• Fee for implementation of application	110.00	N	0.00	110.00	110.00	N	0.00	110.00	0.0%	0.00
SECTION 50 ROAD OPENING LICENCE										
• Maintain existing apparatus	425.00	N	0.00	425.00	435.00	N	0.00	435.00	2.4%	10.00
• Install new service (Initial cost)	850.00	N	0.00	850.00	870.00	N	0.00	870.00	2.4%	20.00
• Install new service (Per additional 200 meters)	290.00	N	0.00	290.00	297.00	N	0.00	297.00	2.4%	7.00
• New Development (Initial cost)	1,850.00	N	0.00	1,850.00	1894.00	N	0.00	1894.00	2.4%	44.00
• New Development (Per additional 200 meters)	340.00	N	0.00	340.00	348.00	N	0.00	348.00	2.4%	8.00

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
SEWER CONNECTIONS										
• Junction : normal working hours	Cost estimate provided at 2018/19 prices + 20%	Y	Based on individual quoted cost	Cost estimate provided at 2018/19 prices + 20%	Cost estimate provided at 2019/20 prices + 20%	Y	Based on individual quoted cost	Cost estimate provided at 2019/20 prices + 20%	0.0%	0.00
• Junction: outside working hours	As above	Y	As above	As above	As above	Y	As above	As above	0.0%	0.00
• Manhole construction	As above	Y	As above	As above	As above	Y	As above	As above	0.0%	0.00
SEARCHES BY LETTER	See below	N	0.00	See below	See below	N	0.00	See below	0.0%	0.00
• First 5 questions	66.00	N	0.00	66.00	68.00	N	0.00	68.00	3.0%	2.00
• Per question after	16.00	N	0.00	16.00	16.50	N	0.00	16.50	3.1%	0.50
ACCESS PROTECTION MARKING										
• Fee for application	55.00	N	0.00	55.00	56.50	N	0.00	56.50	2.7%	1.50
• Fee for implementation of application	110.00	N	0.00	110.00	113.00	N	0.00	113.00	2.7%	3.00
ROAD CLOSURE : STOPPING UP ORDERS										
• Stopping up orders (including court fees)	2,550.00	N	0.00	2,550.00	2611.00	N	0.00	2611.00	2.4%	61.00
SECTION 38 AND SECTION 278 ADOPTION FEE - BOND										
• £0 - £49k (Charge as % bond value)	9.0%	N	0.00	8.5%	9%	N	0.00	9%	0.0%	0.00
• £50k - £100k bond value	9.0%	N	0.00	8.5%	9%	N	0.00	9%	0.0%	0.00
• £100k < bond value	9.0%	N	0.00	8.5%	9%	N	0.00	9%	0.0%	0.00
ADOPTION FEE										
• Adoption Fee - minimum charge	2,450.00	N	0.00	2,450.00	2700.00	N	0.00	2700.00	10.2%	250.00
Note : Whichever is the greatest of the above applies										
STREET NAMING										
• Street Naming	250.00	N	0.00	250.00	256.00	N	0.00	256.00	2.4%	6.00

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HIGHWAY LICENCE ENFORCEMENT VISIT										
Highway Licence Enforcement Visit	99.50	N	0.00	99.50	102.00	N	0.00	102.00	2.5%	2.50
INVESTIGATION WORK FOR SOLICITORS, INSURANCE AND OTHER PROFESSIONAL SERVICES										
• First Hour	50.00	N	0.00	50.00	51.50	N	0.00	51.50	3.0%	1.50
• Each subsequent hour or part thereof	35.00	N	0.00	35.00	36.00	N	0.00	36.00	2.9%	1.00
• Not for profit or public sector organisations (such as police, law enforcement and fraud investigations)	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
LANDOWNER DEPOSIT										
Deposit a Map, Landowner Statement & Statutory Declaration Under S31(6) of the Highways Act 1980	N/A	N/A	N/A	N/A	350.00	N	0.00	350.00	100%	350.00
Deposit a Map and Landowner Statement under S15A of the Commons Act 2006	N/A	N/A	N/A	N/A	350.00	N	0.00	350.00	100%	350.00
ENVIRONMENTAL INFORMATION REGULATIONS (EIR)										
Requests for Information Included in the Environmental Information Regulations 2004 (per hour)	N/A	N/A	N/A	N/A	25.00	N	0.00	25.00	100%	25.00

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REGISTRARS, BIRTHS, DEATHS AND MARRIAGE DUTIES										
NATIONALITY CHECKING SERVICE										
• Adult application	47.50	Y	9.50	57.00	N/A	N/A	N/A	N/A	-100%	-57.00
• Child application	25.00	Y	5.00	30.00	N/A	N/A	N/A	N/A	-100%	-30.00
• NCS application	1.67	Y	0.33	2.00	N/A	N/A	N/A	N/A	-100%	-2.00
• European Passport Returns Service	N/A	N/A	N/A	N/A	10.00	Y	2.00	12.00	100%	10.00
For applicants requiring assistance in completing application forms, fees will be doubled.										
SETTLEMENT SERVICE CHECKING										
• One Adult applying on SET(M) form	87.50	Y	17.50	105.00	N/A	Y	N/A	N/A	-100%	-105.00
• Each dependent included on form	16.67	Y	3.33	20.00	N/A	Y	N/A	N/A	-100%	-20.00
OPTIONAL SAME DAY CERTIFICATE SERVICE (24 hrs)										
• Room Hire (Green Room) per half day	8.00	N	0.00	8.00	35.00	N	0.00	35.00	338%	27.00
• Room Hire (Green Room) per half day	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0%	0.00
CERTIFICATES										
• Birth, Death, Marriage, Civil Partnership - Issued on day	4.00	N	0.00	4.00	11.00	N	0.00	11.00	175%	7.00
• Birth, Death, Marriage, Civil Partnership - Issued subsequently	7.00	N	0.00	7.00	N/A	N	0.00	N/A	-100%	-7.00
• Birth, Death, Marriage, Civil Partnership - Historic	10.00	N	0.00	10.00	N/A	N	0.00	N/A	-100%	-10.00
NOTICE OF MARRIAGE OR CIVIL PARTNERSHIP										
• Notice of Marriage or Civil Partnership	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0%	0.00
OTHER FEES										
• Locally authorised corrections on birth, marriage or death registration form	N/A	N/A	N/A	N/A	75.00	N	0.00	75.00	100%	75.00
• Corrections on birth, marriage or death registration forms requiring GRO authorisation	N/A	N/A	N/A	N/A	90.00	N	0.00	90.00	100%	90.00
• Changing birth name within the first 12 months	N/A	N/A	N/A	N/A	40.00	N	0.00	40.00	100%	40.00
• Local clearance of foreign divorce	N/A	N/A	N/A	N/A	50.00	N	0.00	50.00	100%	50.00
• GRO clearance of foreign divorce	N/A	N/A	N/A	N/A	75.00	N	0.00	75.00	100%	75.00
• Application for waiver of statutory waiting period for marriage	N/A	N/A	N/A	N/A	60.00	N	0.00	60.00	100%	60.00

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WEDDING AND FUNERALS AT EXTERNAL VENUES										
REGISTRAR FEES FOR WEDDINGS										
• Monday to Thursday	361.00	N	0.00	361.00	N/A	N/A	N/A	N/A	-100%	-361.00
• Tuesday to Thursday	N/A	N/A	N/A	N/A	365.00	N	0.00	365.00	100%	366.00
• Fridays and Saturdays	375.00	N	0.00	375.00	381.00	N	0.00	381.00	2%	6.00
• Sundays and Bank Holidays	421.00	N	0.00	421.00	431.00	N	0.00	431.00	2%	10.00
REGISTRAR FEES FOR CIVIL FUNERALS										
• Civil Funeral	130.00	N	0.00	130.00	135.00	N	0.00	135.00	4%	5.00
• Civil Funeral for Still Births	0.00	N	0.00	0.00	0.00	N	0.00	0.00	0%	0.00
PROVISIONAL BOOKING FEE										
• Non refundable deposit for all provisional bookings for ceremonies	30.00	N	0.00	30.00	35.00	N	0.00	35.00	17%	5.00
REGISTER OFFICE CEREMONIES AT CHADDERTON TOWN HALL										
WEDDINGS / CIVIL CEREMONIES TUESDAY - THURSDAY										
• Register Office (party max 6)	46.00	N	0.00	46.00	46.00	N	0.00	46.00	0%	0.00
• Chadderton Town Hall - Green Room (max 20)	110.00	N	0.00	110.00	116.00	N	0.00	116.00	5%	6.00
• Chadderton Town Hall - Oak Room (max 100)	175.00	N	0.00	175.00	181.00	N	0.00	181.00	3%	6.00
• Champagne Toast - Register Office (per person)	6.50	N	0.00	6.50	6.50	Y	1.30	7.80	0%	0.00
FRIDAYS										
• Weddings at Chadderton Town Hall - Green or Oak Room	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%	0.00
• Civil Partnerships at Chadderton Town Hall - Green or Oak Room	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%	0.00
WEDDINGS / CIVIL CEREMONIES FRIDAY & SATURDAY (AM)										
• Green Room (party max 20) Chadderton Town Hall	126.00	N	0.00	126.00	131.00	N	0.00	131.00	4%	5.00
• Oak Room – Former Council Chamber (party max 100) Chadderton Town Hall	196.00	N	0.00	196.00	206.00	N	0.00	206.00	5%	10.00

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WEDDINGS / CIVIL CEREMONIES SATURDAY (PM)										
• Weddings at Chadderton Town Hall - Green or Oak Room	425.00	N	0.00	425.00	381.00	N	0.00	381.00	-10%	-44.00
• Civil Partnerships at Chadderton Town Hall - Green or Oak Room	425.00	N	0.00	425.00	381.00	N	0.00	381.00	-10%	-44.00
WEDDINGS / CIVIL CEREMONIES SUNDAYS AND BANK HOLIDAYS										
• Weddings at Chadderton Town Hall - Green or Oak Room	421.00	N	0.00	421.00	431.00	N	0.00	431.00	2%	10.00
• Civil Partnerships at Chadderton Town Hall - Green or Oak Room	421.00	N	0.00	421.00	431.00	N	0.00	431.00	2%	10.00
BABY NAMING CEREMONIES										
• Tuesday – Saturday am at Chadderton Town Hall	133.33	Y	26.67	160.00	141.66	Y	28.33	169.99	6%	8.33
• Saturday pm, Sundays and Bank Holidays or External Venues	175.00	Y	35.00	210.00	183.33	Y	36.67	220.00	5%	8.33
• Sundays and Bank Holidays	237.50	Y	47.50	285.00	241.66	Y	48.33	289.99	2%	4.16
REAFFIRMATION OF VOWS										
• Tuesday – Saturday am at Chadderton Town Hall	133.33	Y	26.67	160.00	141.66	Y	28.33	169.99	6%	8.33
• Saturday pm or External Venues	175.00	Y	35.00	210.00	183.33	Y	36.67	220.00	5%	8.33
• Sundays and Bank Holidays	237.50	Y	47.50	285.00	241.66	Y	48.33	289.99	2%	4.16
NON - LEGAL PACKAGE										
• Tuesday – Saturday	N/A	Y	N/A	N/A	416.67	Y	83.33	500.00	100%	416.67
• Sundays and Bank Holidays	N/A	Y	N/A	N/A	500.00	Y	100.00	600.00	100%	500.00
CITIZENSHIP CEREMONIES										
• Individual Citizenship Ceremonies	85.00	N	0.00	85.00	88.00	N	0.00	88.00	4%	3.00
• Public Citizenship Ceremonies	85.00	N	0.00	85.00	85.00	N	0.00	85.00	0%	0.00

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
FOOD SAFETY / HEALTH EDUCATION										
EXPORT CERTIFICATION										
• Standard Fee	60.00	N	0.00	60.00	61.00	N	0.00	61.00	2%	1.00
• With Samples Taken	120.00	N	0.00	120.00	122.00	N	0.00	122.00	2%	2.00
• Testing, Analysis and Risk Assessment of Private Water Supplies (per hour)	48.00	N	0.00	48.00	49.00	N	0.00	49.00	2%	1.00
• Investigation (per investigation)	105.00	N	0.00	105.00	100.00	N	0.00	100.00	-5%	-5.00
• Granting an authorisation (per investigation)	105.00	N	0.00	105.00	100.00	N	0.00	100.00	-5%	-5.00
• Food safety re- inspection visit	165.00	N	0.00	165.00	169.00	N	0.00	169.00	2%	4.00
• Advisory visit charge per hour	80.00	N	0.00	80.00	81.50	N	0.00	81.50	2%	1.50
FOOD HYGIENE TRAINING RSPH										
• Level 1 Award in Food Hygiene Awareness	20.83	Y	4.17	25.00	22.50	Y	4.50	27.00	8%	1.67
• Level 2 Award in Food Safety in Catering	37.50	Y	7.50	45.00	40.00	Y	8.00	48.00	7%	2.50
• Level 2 Award in Identifying and Controlling Food Allergy Risks	37.50	Y	7.50	45.00	40.00	Y	8.00	48.00	7%	2.50
• Level 2 Award in Food Safety and Hygiene	37.50	Y	7.50	45.00	40.00	Y	8.00	48.00	7%	2.50
• Level 2 Award in Food Safety Manufacturing	50.00	Y	10.00	60.00	52.50	Y	10.50	63.00	5%	2.50
FOOD SAFETY STAFF										
• Charge for each 30 minutes or part thereof of staff time	N/A	N/A	N/A	N/A	50.00	N	0.00	50.00	100%	50.00

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
ENVIRONMENTAL HEALTH										
Application fee for a permit for an installation. Part B activity or solvent emission activity (fee payable for each activity)										
• Any Part 1 reduced fee activity (other than those in items II and vehicle refinishers)	N/A	N/A	N/A	N/A	155.00	N	0.00	155.00	100%	155.00
• PVR 1 and PVR II activities carried on at the same service station	N/A	N/A	N/A	N/A	257.00	N	0.00	257.00	100%	257.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	N/A	N/A	N/A	N/A	362.00	N	0.00	362.00	100%	362.00
• Any other Part B activity or any other solvent emission activity	N/A	N/A	N/A	N/A	1650.00	N	0.00	1650.00	100%	1,650.00
Application fee for grant of a permit for mobile plant (Fee payable for each permit to operate mobile plant)										
• 1 st & 2 nd Permit	N/A	N/A	N/A	N/A	1650.00	N	0.00	1650.00	100%	1,650.00
• 3 rd – 7 th Permit	N/A	N/A	N/A	N/A	985.00	N	0.00	985.00	100%	985.00
• 8 th and subsequent permits	N/A	N/A	N/A	N/A	498.00	N	0.00	498.00	100%	498.00
Additional fees for a late application for an installation										
• Reduced fee activity	N/A	N/A	N/A	N/A	71.00	N	0.00	71.00	100%	71.00
• Any other Part B activity or any other solvent emission activity	N/A	N/A	N/A	N/A	1188.00	N	0.00	1188.00	100%	1,188.00
Additional fees for a late application for a mobile	N/A	N/A	N/A	N/A	1188.00	N	0.00	1188.00	100%	1,188.00
Fee for substantial change variation of permit										
• Reduced fee activity	N/A	N/A	N/A	N/A	102.00	N	0.00	102.00	100%	102.00
• Any other Part B activity or any other solvent emission activity	N/A	N/A	N/A	N/A	1050.00	N	0.00	1050.00	100%	1,050.00
• Substantial change in the operation of an installation for a Part B activity or solvent emission activity	N/A	N/A	N/A	N/A	1650.00	N	0.00	1650.00	100%	1,650.00

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
Transfer of a Permit										
• Partial transfer (no fee for total transfer) for a reduced fee activity	N/A	N/A	N/A	N/A	47.00	N	0.00	47.00	100%	47.00
• Partial transfer, £169 for a total transfer for any other part B activity or any other solvent emission activity	N/A	N/A	N/A	N/A	497.00	N	0.00	497.00	100%	497.00
• Part B mobile plant for fixed period of hire	N/A	N/A	N/A	N/A	53.00	N	0.00	53.00	100%	53.00
• Subsequent applications if plant user, operator and authority different	N/A	N/A	N/A	N/A	53.00	N	0.00	53.00	100%	53.00
Subsistence Annual Charge for Installations										
Low Risk										
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	N/A	N/A	N/A	N/A	79.00	N	0.00	79.00	100%	79.00
• PVR I and PVR II activities carried on at the same service station	N/A	N/A	N/A	N/A	113.00	N	0.00	113.00	100%	113.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	N/A	N/A	N/A	N/A	228.00	N	0.00	228.00	100%	228.00
• Any other Part B activity or any other solvent emission activity	N/A	N/A	N/A	N/A	772.00	N	0.00	772.00	100%	772.00
Medium Risk										
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	N/A	N/A	N/A	N/A	158.00	N	0.00	158.00	100%	158.00
• PVR I and PVR II activities carried on at the same service station	N/A	N/A	N/A	N/A	226.00	N	0.00	226.00	100%	226.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	N/A	N/A	N/A	N/A	365.00	N	0.00	365.00	100%	365.00
• Any other Part B activity or any other solvent emission activity	N/A	N/A	N/A	N/A	1161.00	N	0.00	1161.00	100%	1,161.00
High Risk										
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	N/A	N/A	N/A	N/A	237.00	N	0.00	237.00	100%	237.00
• PVR I and PVR II activities carried on at the same service station	N/A	N/A	N/A	N/A	341.00	N	0.00	341.00	100%	341.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	N/A	N/A	N/A	N/A	548.00	N	0.00	548.00	100%	548.00
• Any other Part B activity or any other solvent emission activity	N/A	N/A	N/A	N/A	1747.00	N	0.00	1747.00	100%	1,747.00

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
Subsistence Annual Charge for installations										
Low Risk										
• 1 st & 2 nd Permit	N/A	N/A	N/A	N/A	626.00	N	0.00	626.00	100%	626.00
• 3 rd – 7 th Permit	N/A	N/A	N/A	N/A	385.00	N	0.00	385.00	100%	385.00
• 8 th and subsequent permits	N/A	N/A	N/A	N/A	198.00	N	0.00	198.00	100%	198.00
Medium Risk										
• 1 st & 2 nd Permit	N/A	N/A	N/A	N/A	1034.00	N	0.00	1034.00	100%	1,034.00
• 3 rd – 7 th Permit	N/A	N/A	N/A	N/A	617.00	N	0.00	617.00	100%	617.00
• 8 th and subsequent permits	N/A	N/A	N/A	N/A	314.00	N	0.00	314.00	100%	314.00
High Risk										
• 1 st & 2 nd Permit	N/A	N/A	N/A	N/A	1551.00	N	0.00	1551.00	100%	1,551.00
• 3 rd – 7 th Permit	N/A	N/A	N/A	N/A	924.00	N	0.00	924.00	100%	924.00
• 8 th and subsequent permits	N/A	N/A	N/A	N/A	473.00	N	0.00	473.00	100%	473.00
• Late Payment Charge	N/A	N/A	N/A	N/A	52.00	N	0.00	52.00	100%	52.00
HEALTH & SAFETY										
• Charge for each 30 minutes or part thereof of staff time	56.00	N	0.00	56.00	50.00	N	0.00	50.00	-11%	-6.00
CHARGES FOR PHOTOCOPYING										
• Per Sheet	0.10	N	0.00	0.10	N/A	N/A	N/A	N/A	-100%	-0.10
• Provision of information to third parties in connection with investigations carried out under Health and Safety legislation	218.00	N	0.00	218.00	N/A	N/A	N/A	N/A	-100%	-218%
COSMETIC PIERCING, TATTOOING, ACUPUNCTURE & ELECTROLYSIS										
• Registration fee per application	110.00	N	0.00	110.00	112.00	N	0.00	112.00	2%	2.00
• Registration fee per individual	64.00	N	0.00	64.00	65.00	N	0.00	65.00	2%	1.00

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NEIGHBOURHOOD ENFORCEMENT										
ENVIRONMENTAL INFORMATION & REGULATIONS • Charge for each 30 minutes, or part thereof, of staff time	57.00	N	0.00	57.00	50.00	N	0.00	50.00	-12%	-7.00
CHARGES FOR PHOTOCOPYING: • Per sheet	0.10	N	0.00	0.10	N/A	N/A	N/A	N/A	-100%	-0.10
• Additional charge if number of sheets exceeds 25 or if retrieval of the copies takes more than 15 minutes, based on each 30 minutes, or part thereof, of staff time	22.00	N	0.00	22.00	22.50	N	0.00	22.50	2%	0.50
HOUSING										
SELECTIVE LICENSING	490.00	N	0.00	490.00	490.00	N	0.00	490.00	0%	0.00
HOUSES IN MULTIPLE OCCUPATION LICENCE FEE • Licence application fee for 5 bedroom HMO	N/A	N/A	N/A	N/A	588.00	N	0.00	588.00	100%	588.00
• Additional charge per additional bedroom	N/A	N/A	N/A	N/A	25.00	N	0.00	25.00	100%	25.00
• Compliance and enforcement fee	N/A	N/A	N/A	N/A	266.67	N	0.00	266.67	100%	266.67
PUBLIC HEALTH										
CONTAMINATED LAND INVESTIGATION										
• Provision of information from files	112.00	N	0.00	112.00	114.00	N	0.00	114.00	2%	2.00
• File/record search	228.00	N	0.00	228.00	233.00	N	0.00	233.00	2%	5.00
• Monitoring/Sampling on a time and materials charge	At cost	Y	0.00	At cost	At cost	Y	0.00	At cost	N/A	N/A

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
ANIMAL HEALTH LICENCES										
Selling Animals										
• Pet shop licence	107.00	N	0.00	107.00	N/A	N/A	N/A	N/A	-100%	-107.00
• Selling animals as pets application fee	306.00 213.00 (£168.00 renewal)	N	0.00	306.00	306.00 (£261.00 renewal)	N	0.00	306.00 (£261.00 renewal)	0%	0.00
• Selling animals as pets grant fee - 1 year	213.00 (£168.00 renewal)	N	0.00	213.00	213.00 (£168.00 renewal)	N	0.00	213.00 (£168.00 renewal)	0%	0.00
• Selling animals as pets grant fee - 2 years	264.00 (£219.00 renewal)	N	0.00	264.00	264.00 (£219.00 renewal)	N	0.00	264.00 (£219.00 renewal)	0%	0.00
• Selling animals as pets grant fee - 3 years	315.00 (£270.00 renewal)	N	0.00	315.00	315.00 (£270.00 renewal)	N	0.00	315.00 (£270.00 renewal)	0%	0.00
• Selling animals as pets variation fee (per hour)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0%	0.00
Animal Boarding										
• Animal boarding establishments licence	128.00 199.00 (£186.00 renewal)	N	0.00	128.00 199.00 (£186.00 renewal)	N/A 199.00 (£186.00 renewal)	N/A	N/A	N/A 199.00 (£186.00 renewal)	-100%	-128.00
• Animal boarding - Home boarding licence application fee	144.00 (£131.00 renewal)	N	0.00	144.00 (£131.00 renewal)	144.00 (£131.00 renewal)	N	0.00	144.00 (£131.00 renewal)	0%	0.00
• Animal boarding - Home boarding licence grant fee - 1 year	195.00 (£182.00 renewal)	N	0.00	195.00 (£182.00 renewal)	195.00 (£182.00 renewal)	N	0.00	195.00 (£182.00 renewal)	0%	0.00
• Animal boarding - Home boarding licence grant fee - 2 years	246.00 (£233.00 renewal)	N	0.00	246.00 (£233.00 renewal)	246.00 (£233.00 renewal)	N	0.00	246.00 (£233.00 renewal)	0%	0.00
• Animal boarding - Home boarding licence grant fee - 3 years	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0%	0.00
• Animal boarding - Home boarding licence variation fee (per hour)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0%	0.00
• Boarding of cats or dogs - Application fee <10 animals	305.00 (£236.00 renewal)	N	0.00	305.00 (£236.00 renewal)	305.00 (£236.00 renewal)	N	0.00	305.00 (£236.00 renewal)	0%	0.00
• Boarding of cats or dogs - Application fee 10 - 29 animals	330.00 (£261.00 renewal)	N	0.00	330.00 (£261.00 renewal)	330.00 (£261.00 renewal)	N	0.00	330.00 (£261.00 renewal)	0%	0.00

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
• Boarding of cats <i>or</i> dogs - Application fee >30 animals	355.00 (£286.00 renewal)	N	0.00	355.00 (£286.00 renewal)	355.00 (£286.00 renewal)	N	0.00	355.00 (£286.00 renewal)	0%	0.00
• Boarding of cats <i>or</i> dogs - Application fee >60 animals	380.00 (£311.00 renewal)	N	0.00	380.00 (£311.00 renewal)	380.00 (£311.00 renewal)	N	0.00	380.00 (£311.00 renewal)	0%	0.00
• Boarding of cats <i>or</i> dogs - Grant fee <10 animals	225.00 (£156.00 renewal)	N	0.00	225.00 (£156.00 renewal)	N/A	N/A	N/A	N/A	-100%	-225.00
• Boarding of cats <i>or</i> dogs - Grant fee 10 - 29 animals	337.00 (£268.00 renewal)	N	0.00	337.00 (£268.00 renewal)	N/A	N/A	N/A	N/A	-100%	-337.00
• Boarding of cats <i>or</i> dogs - Grant fee >30 animals	375.00 (£306.00 renewal)	N	0.00	375.00 (£306.00 renewal)	N/A	N/A	N/A	N/A	-100%	-375.00
• Boarding of cats <i>or</i> dogs - Grant fee >60 animals	412.00 (£343.00 renewal)	N	0.00	412.00 (£343.00 renewal)	N/A	N/A	N/A	N/A	-100%	-412.00
• Boarding of cats <i>or</i> dogs - Grant fee 1 Year <10 animals	N/A	N/A	N/A	N/A	225.00 (£156.00 renewal)	N	0.00	225.00 (£156.00 renewal)	-100%	225.00
• Boarding of cats <i>or</i> dogs - Grant fee 1 Year 10 - 29 animals	N/A	N/A	N/A	N/A	337.00 (£268.00 renewal)	N	0.00	337.00 (£268.00 renewal)	-100%	337.00
• Boarding of cats <i>or</i> dogs - Grant fee 1 Year >30 animals	N/A	N/A	N/A	N/A	375.00 (£306.00 renewal)	N	0.00	375.00 (£306.00 renewal)	-100%	375.00
• Boarding of cats <i>or</i> dogs - Grant fee 1 Year >60 animals	N/A	N/A	N/A	N/A	412.00 (£343.00 renewal)	N	0.00	412.00 (£343.00 renewal)	-100%	412.00
• Boarding of cats <i>or</i> dogs - Grant fee 2 Year <10 animals	N/A	N/A	N/A	N/A	276.00 (£207.00 renewal)	N	0.00	276.00 (£207.00 renewal)	-100%	276.00
• Boarding of cats <i>or</i> dogs - Grant fee 2 Year 10 - 29 animals	N/A	N/A	N/A	N/A	388.00 (£319.00 renewal)	N	0.00	388.00 (£319.00 renewal)	-100%	388.00
• Boarding of cats <i>or</i> dogs - Grant fee 2 Year >30 animals	N/A	N/A	N/A	N/A	426.00 (£357.00 renewal)	N	0.00	426.00 (£357.00 renewal)	-100%	426.00
• Boarding of cats <i>or</i> dogs - Grant fee 2 Year >60 animals	N/A	N/A	N/A	N/A	463.00 (£394.00 renewal)	N	0.00	463.00 (£394.00 renewal)	-100%	463.00

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
• Boarding of cats <i>or</i> dogs - Grant fee 3 Year <10 animals	N/A	N/A	N/A	N/A	327.00 (£258.00 renewal)	N	0.00	327.00 (£258.00 renewal)	-100%	327.00
• Boarding of cats <i>or</i> dogs - Grant fee 3 Year 10 - 29 animals	N/A	N/A	N/A	N/A	439.00 (£370.00 renewal)	N	0.00	439.00 (£370.00 renewal)	-100%	439.00
• Boarding of cats <i>or</i> dogs - Grant fee 3 Year >30 animals	N/A	N/A	N/A	N/A	477.00 (£408.00 renewal)	N	0.00	477.00 (£408.00 renewal)	-100%	477.00
• Boarding of cats <i>or</i> dogs - Grant fee 3 Year >60 animals	N/A	N/A	N/A	N/A	514.00 (£445.00 renewal)	N	0.00	514.00 (£445.00 renewal)	-100%	514.00
• Boarding of cats <i>or</i> dogs - Variation fee (per hour)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0%	0.00
• Boarding of cats <i>and</i> dogs - Application fee <10 animals	355.00 (£286.00 renewal)	N	0.00	355.00 (£286.00 renewal)	355.00 (£286.00 renewal)	N	0.00	355.00 (£286.00 renewal)	0%	0.00
• Boarding of cats <i>and</i> dogs - Application fee 10 - 29 animals	380.00 (£311.00 renewal)	N	0.00	380.00 (£311.00 renewal)	380.00 (£311.00 renewal)	N	0.00	380.00 (£311.00 renewal)	0%	0.00
• Boarding of cats <i>and</i> dogs - Application fee >30 animals	405.00 (£336.00 renewal)	N	0.00	405.00 (£336.00 renewal)	405.00 (£336.00 renewal)	N	0.00	405.00 (£336.00 renewal)	0%	0.00
• Boarding of cats <i>and</i> dogs - Application fee >60 animals	430.00 (£361.00 renewal)	N	0.00	430.00 (£361.00 renewal)	430.00 (£361.00 renewal)	N	0.00	430.00 (£361.00 renewal)	0%	0.00
• Boarding of cats <i>and</i> dogs - Grant fee <10 animals	250.00 (£181.00 renewal)	N	0.00	250.00 (£181.00 renewal)	N/A	N/A	N/A	N/A	-100%	-250.00
• Boarding of cats <i>and</i> dogs - Grant fee 10 - 29 animals	262.00 (£193.00 renewal)	N	0.00	262.00 (£193.00 renewal)	N/A	N/A	N/A	N/A	-100%	-262.00
• Boarding of cats <i>and</i> dogs - Grant fee >30 animals	275.00 (£206.00 renewal)	N	0.00	275.00 (£206.00 renewal)	N/A	N/A	N/A	N/A	-100%	-275.00
• Boarding of cats <i>and</i> dogs - Grant fee >60 animals	289.00 (£220.00 renewal)	N	0.00	289.00 (£220.00 renewal)	N/A	N/A	N/A	N/A	-100%	-289.00
• Boarding of cats <i>and</i> dogs - Grant fee 1 Year <10 animals	N/A	N/A	N/A	N/A	250.00 (£181.00 renewal)	N	0.00	250.00 (£181.00 renewal)	100%	250.00

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
• Boarding of cats <i>and</i> dogs - Grant fee 1 Year 10 - 29 animals	N/A	N/A	N/A	N/A	262.00 (£193.00 renewal)	N	0.00	262.00 (£193.00 renewal)	100%	262.00
• Boarding of cats <i>and</i> dogs - Grant fee 1 Year >30 animals	N/A	N/A	N/A	N/A	275.00 (£206.00 renewal)	N	0.00	275.00 (£206.00 renewal)	100%	275.00
• Boarding of cats <i>and</i> dogs - Grant fee 1 Year >60 animals	N/A	N/A	N/A	N/A	289.00 (£220.00 renewal)	N	0.00	289.00 (£220.00 renewal)	100%	289.00
• Boarding of cats <i>and</i> dogs - Grant fee 2 Year <10 animals	N/A	N/A	N/A	N/A	301.00 (£232.00 renewal)	N	0.00	301.00 (£232.00 renewal)	100%	301.00
• Boarding of cats <i>and</i> dogs - Grant fee 2 Year 10 - 29 animals	N/A	N/A	N/A	N/A	352.00 (£283.00 renewal)	N	0.00	352.00 (£283.00 renewal)	100%	352.00
• Boarding of cats <i>and</i> dogs - Grant fee 2 Year >30 animals	N/A	N/A	N/A	N/A	403.00 (£334.00 renewal)	N	0.00	403.00 (£334.00 renewal)	100%	403.00
• Boarding of cats <i>and</i> dogs - Grant fee 2 Year >60 animals	N/A	N/A	N/A	N/A	454.00 (£385.00 renewal)	N	0.00	454.00 (£385.00 renewal)	100%	454.00
• Boarding of cats <i>and</i> dogs - Grant fee 3 Year <10 animals	N/A	N/A	N/A	N/A	352.00 (£283.00 renewal)	N	0.00	352.00 (£283.00 renewal)	100%	352.00
• Boarding of cats <i>and</i> dogs - Grant fee 3 Year 10 - 29 animals	N/A	N/A	N/A	N/A	403.00 (£334.00 renewal)	N	0.00	403.00 (£334.00 renewal)	100%	403.00
• Boarding of cats <i>and</i> dogs - Grant fee 3 Year >30 animals	N/A	N/A	N/A	N/A	454.00 (£385.00 renewal)	N	0.00	454.00 (£385.00 renewal)	100%	454.00
• Boarding of cats <i>and</i> dogs - Grant fee 3 Year >60 animals	N/A	N/A	N/A	N/A	505.00 (£436.00 renewal)	N	0.00	505.00 (£436.00 renewal)	100%	505.00
• Boarding of cats <i>and</i> dogs - Variation fee (per hour)	50.00				50.00	N	0.00	50.00	0%	0.00

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
Providing Day Care for Dogs										
• Day care for dogs - Application fee	340.00 (£236.00 renewal)	N	0.00	340.00 (£236.00 renewal)	340.00 (£236.00 renewal)	N	0.00	340.00 (£236.00 renewal)	0%	0.00
• Day care for dogs - Grant fee - 1 year	160.00 (£56.00 renewal)	N	0.00	160.00 (£56.00 renewal)	260.00 (£156.00 renewal)	N	0.00	260.00 (£156.00 renewal)	63%	100.00
• Day care for dogs - Grant fee - 2 years	211.00 (£107.00 renewal)	N	0.00	211.00 (£107.00 renewal)	311.00 (£207.00 renewal)	N	0.00	311.00 (£207.00 renewal)	47%	100.00
• Day care for dogs - Grant fee - 3 years	262.00 (£158.00 renewal)	N	0.00	262.00 (£158.00 renewal)	362.00 (£258.00 renewal)	N	0.00	362.00 (£258.00 renewal)	38%	100.00
• Day care for dogs - Variation fee	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0%	0.00
Dog Breeding										
• Breeding of dogs licence	107.00	N	0.00	107.00	N/A	N	N/A	N/A	-100%	-107.00
• Dog breeding licence - Residential application fee	267.00 (£236.00 renewal)	N	0.00	267.00 (£236.00 renewal)	267.00 (£236.00 renewal)	N	0.00	267.00 (£236.00 renewal)	0%	0.00
• Dog breeding licence - Commercial application fee	317.00 (£286.00 renewal)	N	0.00	317.00 (£286.00 renewal)	317.00 (£286.00 renewal)	N	0.00	317.00 (£286.00 renewal)	0%	0.00
• Dog breeding licence - Residential grant fee - 1 year	187.00 (£156.00 renewal)	N	0.00	187.00 (£156.00 renewal)	187.00 (£156.00 renewal)	N	0.00	187.00 (£156.00 renewal)	0%	0.00
• Dog breeding licence - Residential grant fee - 2 years	238.00 (£207.00 renewal)	N	0.00	238.00 (£207.00 renewal)	238.00 (£207.00 renewal)	N	0.00	238.00 (£207.00 renewal)	0%	0.00
• Dog breeding licence - Residential grant fee - 3 years	289.00 (£258.00 renewal)	N	0.00	289.00 (£258.00 renewal)	289.00 (£258.00 renewal)	N	0.00	289.00 (£258.00 renewal)	0%	0.00
• Dog breeding licence - Commercial grant fee - 1 year	212.00 (£181.00 renewal)	N	0.00	212.00 (£181.00 renewal)	212.00 (£181.00 renewal)	N	0.00	212.00 (£181.00 renewal)	0%	0.00
• Dog breeding licence - Commercial grant fee - 2 years	263.00 (£232.00 renewal)	N	0.00	263.00 (£232.00 renewal)	263.00 (£232.00 renewal)	N	0.00	263.00 (£232.00 renewal)	0%	0.00
• Dog breeding licence - Commercial grant fee - 3 years	314.00 (£283.00 renewal)	N	0.00	314.00 (£283.00 renewal)	314.00 (£283.00 renewal)	N	0.00	314.00 (£283.00 renewal)	0%	0.00
• Dog breeding licence - Variation fee (per hour)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0%	0.00

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Riding Establishments										
• Riding establishments licence	214.00	N	0.00	214.00	N/A	N/A	N/A	N/A	-100%	-214.00
Hiring out Horses										
• Hiring out horses - Application fee <10 horses	281.00 (£236.00 renewal)	N	0.00	281.00 (£236.00 renewal)	281.00 (£236.00 renewal)	N	0.00	281.00 (£236.00 renewal)	0%	0.00
• Hiring out horses - Application fee <49 horses	381.00 (£336.00 renewal)	N	0.00	381.00 (£336.00 renewal)	381.00 (£336.00 renewal)	N	0.00	381.00 (£336.00 renewal)	0%	0.00
• Hiring out horses - Application fee >50 horses	481.00 (£436.00 renewal)	N	0.00	481.00 (£436.00 renewal)	481.00 (£436.00 renewal)	N	0.00	481.00 (£436.00 renewal)	0%	0.00
• Hiring out horses - Grant fee - 1 year	101.00 (£56.00 renewal)	N	0.00	101.00 (£56.00 renewal)	101.00 (£56.00 renewal)	N	0.00	101.00 (£56.00 renewal)	0%	0.00
• Hiring out horses - Grant fee <10 horses - 2 years	251.00 (£206.00 renewal)	N	0.00	251.00 (£206.00 renewal)	251.00 (£206.00 renewal)	N	0.00	251.00 (£206.00 renewal)	0%	0.00
• Hiring out horses - Grant fee <49 horses - 2 years	351.00 (£306.00 renewal)	N	0.00	351.00 (£306.00 renewal)	351.00 (£306.00 renewal)	N	0.00	351.00 (£306.00 renewal)	0%	0.00
• Hiring out horses - Grant fee >50 horses - 2 years	451.00 (£406.00 renewal)	N	0.00	451.00 (£406.00 renewal)	451.00 (£406.00 renewal)	N	0.00	451.00 (£406.00 renewal)	0%	0.00
• Hiring out horses - Grant fee <10 horses - 3 years	502.00 (£457.00 renewal)	N	0.00	502.00 (£457.00 renewal)	502.00 (£457.00 renewal)	N	0.00	502.00 (£457.00 renewal)	0%	0.00
• Hiring out horses - Grant fee <49 horses - 3 years	702.00 (£657.00 renewal)	N	0.00	702.00 (£657.00 renewal)	702.00 (£657.00 renewal)	N	0.00	702.00 (£657.00 renewal)	0%	0.00
• Hiring out horses - Grant fee >50 horses - 3 years	902.00 (£857.00 renewal)	N	0.00	902.00 (£857.00 renewal)	902.00 (£857.00 renewal)	N	0.00	902.00 (£857.00 renewal)	0%	0.00
• Hiring out horses - Variation fee (per hour)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0%	0.00

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Zoo Licence										
• Zoo licence	694.00	N	0.00	694.00	N/A	N	N/A	N/A	-100%	-694.00
• Zoo licence - New application fee	361.00	N	0.00	361.00	361.00	N	0.00	361.00	0%	0.00
• Zoo licence - grant fee (4 year licence)	1,004.00	N	0.00	1,004.00	1,004.00	N	0.00	1,004.00	0%	0.00
• Zoo licence - renewal fee (6 year licence)	1,556.00	N	0.00	1,556.00	1,556.00	N	0.00	1,556.00	0%	0.00
• Zoo licence - transfer fee (per hour)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0%	0.00
Performing Animals										
• Performing animal registration	107.00	N	0.00	107.00	N/A	N/A	N/A	N/A	-100%	-107.00
Dangerous Wild Animals										
• New	255.00	N	0.00	255.00	N/A	N/A	N/A	N/A	-100%	-255.00
• Renewal involving change of circumstances	214.00	N	0.00	214.00	N/A	N/A	N/A	N/A	-100%	-214.00
• Renewal involving no change of circumstances	112.00	N	0.00	112.00	N/A	N/A	N/A	N/A	-100%	-112.00
• Dangerous wild animals - Application fee - For dwarf cayman or serval	211.00	N	0.00	211.00	211.00	N	0.00	211.00	0%	0.00
• Dangerous wild animals - Application fee - For any other animal	311.00	N	0.00	311.00	311.00	N	0.00	311.00	0%	0.00
• Dangerous wild animals - Grant fee - 2 years	106.00	N	0.00	106.00	106.00	N	0.00	106.00	0%	0.00
• Dangerous wild animals - Variation fee (per hour)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0%	0.00

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LINEAR MEASURES (with certificate of test)										
• Not exceeding 3 metres (10 feet)	15.00	N	0.00	15.00	15.00	N	0.00	15.00	0%	0.00
• Exceeding 3 metres (10 feet)	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0%	0.00
A surcharge of 10% is applicable if the submission is fewer than 5 items in total.										
OTHER										
• Request tests of trade equipment	As per verification fees	N	0.00	As per verification fees	As per verification fees	N	0.00	As per verification fees	0%	0.00
• All other weighing and measuring equipment incl. the provision of certificate of accuracy (Per person per hour)	70.00	N	0.00	70.00	70.00	N	0.00	70.00	0%	0.00
• Additional copies of certificate of accuracy	10.00	N	0.00	10.00	10.00	N	0.00	10.00	0%	0.00
Do You Pass Training Course										
• 1st attendee	55.00	N	0.00	55.00	55.00	N	0.00	55.00	0%	0.00
• 2nd and subsequent attendees from same premises	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0%	0.00
• Business Advice hourly rate	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0%	0.00

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TAXI LICENCES										
TAXI VEHICLE AND DRIVERS LICENCE										
• Hackney Vehicle Licence - Full Year One Test	162.00	N	0.00	162.00	172.00	N	0.00	172.00	6%	10.00
• Hackney Vehicle Licence - Full Year Two Tests	207.00	N	0.00	207.00	217.00	N	0.00	217.00	5%	10.00
• Hackney Vehicle Licence - Full Year Three Tests	252.00	N	0.00	252.00	262.00	N	0.00	262.00	4%	10.00
• Taxi Marshall Levy	145.00	N	0.00	145.00	175.00	N	0.00	175.00	21%	30.00
• Vehicle Change	95.00	N	0.00	95.00	95.00	N	0.00	95.00	0%	0.00
• Vehicle Re-tests (full)	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0%	0.00
• Vehicle Re-tests (part)	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0%	0.00
• Owner Change	16.00	N	0.00	16.00	16.00	N	0.00	16.00	0%	0.00
• Drivers Licence – New (1 year)	110.00	N	0.00	110.00	N/A	N	N/A	N/A	-100%	-110.00
• Drivers Licence – New (3 year)	213.00	N	0.00	213.00	N/A	N	N/A	N/A	-100%	-213.00
• Drivers Licence – Renewal (1 year)	64.00	N	0.00	64.00	N/A	N	N/A	N/A	-100%	-64.00
• Drivers Licence – Renewal (3 year)	167.00	N	0.00	167.00	N/A	N	N/A	N/A	-100%	-167.00
• Drivers Licence - Online - New (1 year)	101.00	N	0.00	101.00	108.00	N	0.00	108.00	7%	7.00
• Drivers Licence - Online - Renewal (1 year)	55.00	N	0.00	55.00	62.00	N	0.00	62.00	13%	7.00
• Drivers Licence - Online - Grant (3 year)	194.00	N	0.00	194.00	201.00	N	0.00	201.00	4%	7.00
• Drivers Licence - Online - Renewal (3 year)	148.00	N	0.00	148.00	155.00	N	0.00	155.00	5%	7.00
• Drivers Proficiency Re-tests	36.00	N	0.00	36.00	36.00	N	0.00	36.00	0%	0.00
DBS Application - Paper	44.00	N	0.00	44.00	44.00	N	0.00	44.00	0%	0.00
DBS Application - Online	Cost recovery			Cost recovery	Cost Recovery			Cost Recovery	0%	0.00

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PRIVATE HIRE OPERATOR LICENCE - ONE YEAR FEE										
OPERATORS LICENCE - NO STARS										
• 1 Vehicle	413.00	N	0.00	413.00	413.00	N	0.00	413.00	0%	0.00
• 2 – 10 Vehicles	678.00	N	0.00	678.00	678.00	N	0.00	678.00	0%	0.00
• 11 – 30 Vehicles	1,410.00	N	0.00	1,410.00	1,410.00	N	0.00	1,410.00	0%	0.00
• 31 – 60 Vehicles	1,794.00	N	0.00	1,794.00	1,794.00	N	0.00	1,794.00	0%	0.00
• 61+ Vehicles	2,317.00	N	0.00	2,317.00	2,317.00	N	0.00	2,317.00	0%	0.00
OPERATORS LICENCE - ONE STARS										
• 1 Vehicle	332.00	N	0.00	332.00	332.00	N	0.00	332.00	0%	0.00
• 2 – 10 Vehicles	580.00	N	0.00	580.00	580.00	N	0.00	580.00	0%	0.00
• 11 – 30 Vehicles	1,242.00	N	0.00	1,242.00	1,242.00	N	0.00	1,242.00	0%	0.00
• 31 – 60 Vehicles	1,528.00	N	0.00	1,528.00	1,528.00	N	0.00	1,528.00	0%	0.00
• 61+ Vehicles	2,027.00	N	0.00	2,027.00	2,027.00	N	0.00	2,027.00	0%	0.00
OPERATORS LICENCE - TWO STARS										
• 1 Vehicle	237.00	N	0.00	237.00	237.00	N	0.00	237.00	0%	0.00
• 2 – 10 Vehicles	473.00	N	0.00	473.00	473.00	N	0.00	473.00	0%	0.00
• 11 – 30 Vehicles	994.00	N	0.00	994.00	994.00	N	0.00	994.00	0%	0.00
• 31 – 60 Vehicles	1,235.00	N	0.00	1,235.00	1,235.00	N	0.00	1,235.00	0%	0.00
• 61+ Vehicles	1,415.00	N	0.00	1,415.00	1,415.00	N	0.00	1,415.00	0%	0.00

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OPERATORS LICENCE - THREE STARS										
• 1 Vehicle	197.00	N	0.00	197.00	197.00	N	0.00	197.00	0%	0.00
• 2 – 10 Vehicles	349.00	N	0.00	349.00	349.00	N	0.00	349.00	0%	0.00
• 11 – 30 Vehicles	720.00	N	0.00	720.00	720.00	N	0.00	720.00	0%	0.00
• 31 – 60 Vehicles	868.00	N	0.00	868.00	868.00	N	0.00	868.00	0%	0.00
• 61+ Vehicles	995.00	N	0.00	995.00	995.00	N	0.00	995.00	0%	0.00
OPERATORS LICENCE - FOUR STARS										
• 1 Vehicle	162.00	N	0.00	162.00	162.00	N	0.00	162.00	0%	0.00
• 2 – 10 Vehicles	269.00	N	0.00	269.00	269.00	N	0.00	269.00	0%	0.00
• 11 – 30 Vehicles	576.00	N	0.00	576.00	576.00	N	0.00	576.00	0%	0.00
• 31 – 60 Vehicles	734.00	N	0.00	734.00	734.00	N	0.00	734.00	0%	0.00
• 61+ Vehicles	900.00	N	0.00	900.00	900.00	N	0.00	900.00	0%	0.00
PRIVATE HIRE OPERATOR LICENCE - FIVE YEAR FEE										
OPERATORS LICENCE - NO STARS										
• 1 Vehicle	1,955.00	N	0.00	1,955.00	1,955.00	N	0.00	1,955.00	0%	0.00
• 2 – 10 Vehicles	3,280.00	N	0.00	3,280.00	3,280.00	N	0.00	3,280.00	0%	0.00
• 11 – 30 Vehicles	6,940.00	N	0.00	6,940.00	6,940.00	N	0.00	6,940.00	0%	0.00
• 31 – 60 Vehicles	8,860.00	N	0.00	8,860.00	8,860.00	N	0.00	8,860.00	0%	0.00
• 61+ Vehicles	11,475.00	N	0.00	11,475.00	11,475.00	N	0.00	11,475.00	0%	0.00
OPERATORS LICENCE - ONE STAR										
• 1 Vehicle	1,550.00	N	0.00	1,550.00	1,550.00	N	0.00	1,550.00	0%	0.00
• 2 – 10 Vehicles	2,790.00	N	0.00	2,790.00	2,790.00	N	0.00	2,790.00	0%	0.00
• 11 – 30 Vehicles	6,100.00	N	0.00	6,100.00	6,100.00	N	0.00	6,100.00	0%	0.00
• 31 – 60 Vehicles	7,530.00	N	0.00	7,530.00	7,530.00	N	0.00	7,530.00	0%	0.00
• 61+ Vehicles	10,025.00	N	0.00	10,025.00	10,025.00	N	0.00	10,025.00	0%	0.00
OPERATORS LICENCE - TWO STARS										
• 1 Vehicle	1,085.00	N	0.00	1,085.00	1,085.00	N	0.00	1,085.00	0%	0.00
• 2 – 10 Vehicles	2,265.00	N	0.00	2,265.00	2,265.00	N	0.00	2,265.00	0%	0.00
• 11 – 30 Vehicles	4,870.00	N	0.00	4,870.00	4,870.00	N	0.00	4,870.00	0%	0.00
• 31 – 60 Vehicles	6,075.00	N	0.00	6,075.00	6,075.00	N	0.00	6,075.00	0%	0.00
• 61+ Vehicles	6,975.00	N	0.00	6,975.00	6,975.00	N	0.00	6,975.00	0%	0.00

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OPERATORS LICENCE - THREE STARS										
• 1 Vehicle	885.00	N	0.00	885.00	885.00	N	0.00	885.00	0%	0.00
• 2 – 10 Vehicles	1,645.00	N	0.00	1,645.00	1,645.00	N	0.00	1,645.00	0%	0.00
• 11 – 30 Vehicles	3,500.00	N	0.00	3,500.00	3,500.00	N	0.00	3,500.00	0%	0.00
• 31 – 60 Vehicles	4,240.00	N	0.00	4,240.00	4,240.00	N	0.00	4,240.00	0%	0.00
• 61+ Vehicles	4,875.00	N	0.00	4,875.00	4,875.00	N	0.00	4,875.00	0%	0.00
OPERATORS LICENCE - FOUR STARS										
• 1 Vehicle	710.00	N	0.00	710.00	710.00	N	0.00	710.00	0%	0.00
• 2 – 10 Vehicles	1,245.00	N	0.00	1,245.00	1,245.00	N	0.00	1,245.00	0%	0.00
• 11 – 30 Vehicles	2,780.00	N	0.00	2,780.00	2,780.00	N	0.00	2,780.00	0%	0.00
• 31 – 60 Vehicles	3,570.00	N	0.00	3,570.00	3,570.00	N	0.00	3,570.00	0%	0.00
• 61+ Vehicles	4,400.00	N	0.00	4,400.00	4,400.00	N	0.00	4,400.00	0%	0.00
PRIVATE HIRE VEHICLE LICENCE										
• Private Hire Vehicle Licence - (Full year - Three Tests)	302.00	N	0.00	302.00	302.00	N	0.00	302.00	0%	0.00
• Private Hire Vehicle Licence – (Full Year Fee – Two Tests)	257.00	N	0.00	257.00	257.00	N	0.00	257.00	0%	0.00
• Private Hire Vehicle Licence - (Full Year Fee – One Test)	212.00	N	0.00	212.00	212.00	N	0.00	212.00	0%	0.00
SUPPLEMENTARY CHARGES										
• Replacement Plates (Each)	8.00	N	0.00	8.00	8.00	N	0.00	8.00	0%	0.00
• Plates Securing Bracket (L Shape)	12.00	N	0.00	12.00	12.00	N	0.00	12.00	0%	0.00
• Plates Securing Bracket (Flat Shape)	6.00	N	0.00	6.00	6.00	N	0.00	6.00	0%	0.00
• Plate holders - each	9.00	N	0.00	9.00	9.00	N	0.00	9.00	0%	0.00
• Cancelled/Failed to Attend Vehicle Test (Less than 48 hours notice given)	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0%	0.00
• Cancelled/Failed to Attend Driver Proficiency Test (Less than 48 hours notice given)	36.00	N	0.00	36.00	36.00	N	0.00	36.00	0%	0.00
• Fee to be deducted for a withdrawn/refused application & amendments to licences	33.00	N	0.00	33.00	33.00	N	0.00	33.00	0%	0.00
• Pre-application advice per hour	30.00	N	0.00	30.00	30.00	N	0.00	30.00	0%	0.00
• Hackney Carriage door signs	5.00	N	0.00	5.00	5.00	N	0.00	5.00	0%	0.00
• Star Rating door signs	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0%	0.00

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
STREET TRADING LICENCES										
• Street trading consents and licences - (Ice Cream / Veg) - Yearly	690.00	N	0.00	690.00	690.00	N	0.00	690.00	0%	0.00
• Street trading consents and licences - (Ice Cream / Veg) - 6 Months	345.00	N	0.00	345.00	345.00	N	0.00	345.00	0%	0.00
• Street trading consents (Other traders) - Yearly	590.00	N	0.00	590.00	590.00	N	0.00	590.00	0%	0.00
• Street trading consents (Other traders) - 6 Months	295.00	N	0.00	295.00	295.00	N	0.00	295.00	0%	0.00
• Street trading assistant	21.00	N	0.00	21.00	21.00	N	0.00	21.00	0%	0.00
• Street trading licences Town Centre - Per Quarter	995.00	N	0.00	995.00	995.00	N	0.00	995.00	0%	0.00
STREET TRADING - DAILY FEES:										
• 1st Day	57.00	N	0.00	57.00	57.00	N	0.00	57.00	0%	0.00
• 2nd and Subsequent Days	32.00	N	0.00	32.00	32.00	N	0.00	32.00	0%	0.00
STREET TRADING – MISCELLANEOUS										
• Uppermill Weekly Market	110.00	N	0.00	110.00	110.00	N	0.00	110.00	0%	0.00
CARBOOT / TABLE TOP SALES										
• Up to 20 stalls	42.00	N	0.00	42.00	42.00	N	0.00	42.00	0%	0.00
• Additional stalls - per stall	2.00	N	0.00	2.00	2.00	N	0.00	2.00	0%	0.00
SCRAP METAL LICENCES										
SCRAP METAL DEALER SITE LICENCE										
• New	630.00	N	0.00	630.00	630.00	N	0.00	630.00	0%	0.00
• Per additional site	565.00	N	0.00	565.00	565.00	N	0.00	565.00	0%	0.00
• Renewal	465.00	N	0.00	465.00	465.00	N	0.00	465.00	0%	0.00
• Renewal per additional site	400.00	N	0.00	400.00	400.00	N	0.00	400.00	0%	0.00
• Minor variation	30.00	N	0.00	30.00	30.00	N	0.00	30.00	0%	0.00
SCRAP METAL COLLECTORS LICENCE										
• New	265.00	N	0.00	265.00	265.00	N	0.00	265.00	0%	0.00
• Renewal	225.00	N	0.00	225.00	225.00	N	0.00	225.00	0%	0.00
• Minor Variation	30.00	N	0.00	30.00	30.00	N	0.00	30.00	0%	0.00

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
BETTING AND ADULT ENTERTAINMENT LICENCES										
GAMBLING ACT 2005										
BINGO PREMISES										
• New	2,450.00	N	0.00	2,450.00	2,450.00	N	0.00	2,450.00	0%	0.00
• Annual Fee	620.00	N	0.00	620.00	620.00	N	0.00	620.00	0%	0.00
• Variation	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	0%	0.00
• Provisional Statement	930.00	N	0.00	930.00	930.00	N	0.00	930.00	0%	0.00
• Transfer	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0%	0.00
• Reinstatement	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0%	0.00
BETTING PREMISES (EXCLUDING TRACKS)										
• New	2,250.00	N	0.00	2,250.00	2,250.00	N	0.00	2,250.00	0%	0.00
• Annual Fee	495.00	N	0.00	495.00	495.00	N	0.00	495.00	0%	0.00
• Variation	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	0%	0.00
• Provisional Statement	930.00	N	0.00	930.00	930.00	N	0.00	930.00	0%	0.00
• Transfer	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0%	0.00
• Reinstatement	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0%	0.00
TRACKS										
• New	1,875.00	N	0.00	1,875.00	1,875.00	N	0.00	1,875.00	0%	0.00
• Annual Fee	750.00	N	0.00	750.00	750.00	N	0.00	750.00	0%	0.00
• Variation	930.00	N	0.00	930.00	930.00	N	0.00	930.00	0%	0.00
• Provisional Statement	930.00	N	0.00	930.00	930.00	N	0.00	930.00	0%	0.00
• Transfer	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0%	0.00
• Reinstatement	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0%	0.00
FAMILY ENTERTAINMENT CENTRE										
• New	1,500.00	N	0.00	1,500.00	1,500.00	N	0.00	1,500.00	0%	0.00
• Annual Fee	562.00	N	0.00	562.00	562.00	N	0.00	562.00	0%	0.00
• Variation	750.00	N	0.00	750.00	750.00	N	0.00	750.00	0%	0.00
• Provisional Statement	930.00	N	0.00	930.00	930.00	N	0.00	930.00	0%	0.00
• Transfer	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0%	0.00
• Reinstatement	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0%	0.00

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
ADULT GAMING CENTRE										
• New	1,750.00	N	0.00	1,750.00	1,750.00	N	0.00	1,750.00	0%	0.00
• Annual Fee	495.00	N	0.00	495.00	495.00	N	0.00	495.00	0%	0.00
• Variation	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0%	0.00
• Provisional Statement	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0%	0.00
• Transfer	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0%	0.00
• Reinstatement	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0%	0.00
• Notification of change	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0%	0.00
• Sex Shop Licence	380.00	N	0.00	380.00	380.00	N	0.00	380.00	0%	0.00
• Sexual entertainment venue	760.00	N	0.00	760.00	760.00	N	0.00	760.00	0%	0.00
OTHER LICENCES										
DISTRIBUTION OF FREE PRINTED MATTER										
• Daily Licence	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0%	0.00
• Quarterly Licence	220.00	N	0.00	220.00	220.00	N	0.00	220.00	0%	0.00
• Yearly Licence	440.00	N	0.00	440.00	440.00	N	0.00	440.00	0%	0.00
• Additional Badge	15.00	N	0.00	15.00	15.00	N	0.00	15.00	0%	0.00
• Replacement Badge	15.00	N	0.00	15.00	15.00	N	0.00	15.00	0%	0.00
PEST CONTROL										
DOMESTIC PREMISES										
• Treatment for public health pests - rats, mice, cockroaches	35.00	Y	7.00	42.00	35.00	Y	7.00	42.00	0%	0.00
• Treatment for bed bugs	70.00	Y	14.00	84.00	70.00	Y	14.00	84.00	0%	0.00
• Treatment for non-public health pests	60.00	Y	12.00	72.00	60.00	Y	12.00	72.00	0%	0.00
• Treatment for wasps nests	45.00	Y	9.00	54.00	45.00	Y	9.00	54.00	0%	0.00
• Treatment for squirrels (including the lure of traps and one return visit)	90.00	Y	18.00	108.00	90.00	Y	18.00	108.00	0%	0.00
• Treatment for fleas	70.00	Y	14.00	84.00	70.00	Y	14.00	84.00	0%	0.00
• Subsequent visits	25.00	Y	5.00	30.00	27.50	Y	5.50	33.00	10%	2.50
The charges above are subject to a 5% discount for payment in advance										
• Callout charge - no treatment necessary	20.00	Y	4.00	24.00	22.00	Y	4.40	26.40	10%	2.00
• Key7 collection charge	20.00	Y	4.00	24.00	22.00	Y	4.40	26.40	10%	2.00

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COMMERCIAL PREMISES										
BASIC/STARTER CONTRACT										
• Cover for rodents only. Includes 4 x visits per year	200.00	Y	40.00	240.00	225.00	Y	45.00	270.00	13%	25.00
INTERMEDIATE CONTRACT										
• Cover is for rodents and includes 6 x visits and 2 free insect treatments (Non food pests & wood boring beetles)	275.00	Y	55.00	330.00	300.00	Y	60.00	360.00	9%	25.00
INTERMEDIATE PLUS CONTRACT										
• Cover includes 6 visits per year and covers rodents and 2 insect treatments (Includes all food pests, wasps & bees, but does not include wood boring beetles)	385.00	Y	77.00	462.00	400.00	Y	80.00	480.00	4%	15.00
ADVANCED CONTRACT										
• Cover includes rodents and most insects (does not include wood boring beetles). Includes 8 visits per year	510.00	Y	102.00	612.00	525.00	Y	105.00	630.00	3%	15.00
ADDITIONAL HOURLY RATES FOR VISITS/TREATMENTS										
• Hourly rate for all treatments	80.00	Y	16.00	96.00	80.00	Y	16.00	96.00	0%	0.00
ADDITIONAL OPERATIVE										
• Hourly rate	40.00	Y	8.00	48.00	40.00	Y	8.00	48.00	0%	0.00
• Reclamation fee for the recovery of dogs from the Manchester and district home for lost dogs (price fixed by Law)	25.00	N	0.00	25.00	25.00	N	0.00	25.00	0%	0.00
• Kennelling and detention costs	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0%	0.00
• Kennelling and detention costs - out of hours	55.00	N	0.00	55.00	55.00	N	0.00	55.00	0%	0.00
• Admin costs	59.00	N	0.00	59.00	59.00	N	0.00	59.00	0%	0.00
								0.00		
• Administrative charge for default work at a maximum of £300	25%	N	0.00	25%	25%	N	0.00	25%	0%	0.00
• Formal responses to requests for technical information from Insurance companies etc. relative to drainage investigations etc. Per letter	158.10	N	0.00	158.10	158.10	N	0.00	158.10	0%	0.00

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SECURITY										
PATROLLING AND GUARDING SERVICES										
BUILDING SERVICES										
• Opening of a building (must also be a key holder) (per opening)	21.96	Y	4.39	26.35	22.50	Y	4.50	27.00	2%	0.54
CLOSING OF A BUILDING INCLUDING SECURITY SWEEP (MUST ALSO BE A KEY HOLDER) - (PER CLOSING)										
• Small building	28.23	Y	5.65	33.87	28.93	Y	5.79	34.72	2%	0.70
• Medium building	59.59	Y	11.92	71.51	61.08	Y	12.22	73.30	2%	1.49
• Large building	119.19	Y	23.84	143.02	122.17	Y	24.43	146.60	3%	2.98
• Internal postal courier service (includes returning external post to central post room) (per pickup)	11.50	Y	2.30	13.80	11.79	Y	2.36	14.15	3%	0.29
• Annual patrolling contract (public/third sector)	2,106.68	Y	421.34	2,528.02	2,159.35	Y	431.87	2,591.22	3%	52.67
• Annual patrolling contract (private sector)	2,495.61	Y	499.12	2,994.73	2,558.00	Y	511.60	3,069.60	3%	62.39
EMERGENCY BOARDING SERVICES										
• Call out (free when paying for Patrolling Services) (per hour/part thereof)	109.78	Y	21.96	131.73	112.52	Y	22.50	135.02	2%	2.74
WINDOW BOARDING										
• Standard window	49.14	Y	9.83	58.97	50.37	Y	10.07	60.44	3%	1.23
• Large window	109.78	Y	21.96	131.73	112.52	Y	22.50	135.02	2%	2.74
• Steel sheeting (per sheet)	93.05	Y	18.61	111.66	95.38	Y	19.08	114.46	3%	2.33
DOOR BOARDING										
• Wooden cover	59.59	Y	11.92	71.51	61.08	Y	12.22	73.30	2%	1.49
• Steel door (rental per week)	28.23	Y	5.65	33.87	28.93	Y	5.79	34.72	2%	0.70
• Boarded Up Property Inspection (free when paying for patrolling services) (per weekly inspection)	123.37	Y	24.67	148.04	126.45	Y	25.29	151.74	2%	3.08

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STATIC SECURITY GUARDING										
SPOT HIRE (<7 DAYS) (PER HOURS)										
• > 28 days notice; > 24 hours per operative	11.73	Y	2.35	14.08	12.02	Y	2.40	14.42	2%	0.29
• > 28 days notice; 12-24 hours per operative	11.73	Y	2.35	14.08	12.02	Y	2.40	14.42	2%	0.29
• > 28 days notice; 4-12 hours per operative	12.80	Y	2.56	15.36	13.12	Y	2.62	15.74	3%	0.32
• > 28 days notice; 0-4 hours per operative	13.86	Y	2.77	16.64	14.21	Y	2.84	17.05	3%	0.35
• 7-28 days notice; 24 hours per operative	11.73	Y	2.35	14.08	12.02	Y	2.40	14.42	2%	0.29
• 7-28 days notice; 12-24 hours per operative	12.80	Y	2.56	15.36	13.12	Y	2.62	15.74	3%	0.32
• 7-28 days notice; 4-12 hours per operative	13.86	Y	2.77	16.64	14.21	Y	2.84	17.05	3%	0.35
• 7-28 days notice; 0-4 hours per operative	14.93	Y	2.99	17.92	15.30	Y	3.06	18.36	2%	0.37
• 2-7 days notice; > 24 hours per operative	12.80	Y	2.56	15.36	13.12	Y	2.62	15.74	3%	0.32
• 2-7 days notice; 12-24 hours per operative	13.86	Y	2.77	16.64	14.21	Y	2.84	17.05	3%	0.35
• 2-7 days notice; 4-12 hours per operative	14.93	Y	2.99	17.92	15.30	Y	3.06	18.36	2%	0.37
• 2-7 days notice; 0-4 hours per operative	17.06	Y	3.41	20.48	17.49	Y	3.50	20.99	3%	0.43
• < 48 hours notice; > 24 hours per operative	13.86	Y	2.77	16.64	14.21	Y	2.84	17.05	3%	0.35
• < 48 hours notice; 12-24 hours per operative	14.93	Y	2.99	17.92	15.30	Y	3.06	18.36	2%	0.37
• < 48 hours notice; 4-12 hours per operative	17.06	Y	3.41	20.48	17.49	Y	3.50	20.99	3%	0.43
• < 48 hours notice; 0-4 hours per operative	18.13	Y	3.63	21.75	18.58	Y	3.72	22.30	2%	0.45
CONTRACT HIRE (> 7 DAYS) (PER HOUR)										
• > 366 days; 30-40 hours per week per operative	11.73	Y	2.35	14.08	12.02	Y	2.40	14.42	2%	0.29
• > 366 days; 20-30 hours per week per operative	11.73	Y	2.35	14.08	12.02	Y	2.40	14.42	2%	0.29
• > 366 days; 8-20 hours per week per operative	12.80	Y	2.56	15.36	13.12	Y	2.62	15.74	3%	0.32
• > 366 days; 0-4 hours per week per operative	13.86	Y	2.77	16.64	14.21	Y	2.84	17.05	3%	0.35
• 91-365 days; 30-40 hours per week per operative	11.73	Y	2.35	14.08	12.02	Y	2.40	14.42	2%	0.29
• 91-365 days; 20-30 hours per week per operative	12.80	Y	2.56	15.36	13.12	Y	2.62	15.74	3%	0.32
• 91-365 days; 8-20 hours per week per operative	13.86	Y	2.77	16.64	14.21	Y	2.84	17.05	3%	0.35
• 91-365 days; 0-4 hours per week per operative	14.93	Y	2.99	17.92	15.30	Y	3.06	18.36	2%	0.37
• 29-90 days; 30-40 hours per week per operative	12.80	Y	2.56	15.36	13.12	Y	2.62	15.74	3%	0.32
• 29-90 days; 20-30 hours per week per operative	13.86	Y	2.77	16.64	14.21	Y	2.84	17.05	3%	0.35
• 29-90 days; 8-20 hours per week per operative	14.93	Y	2.99	17.92	15.30	Y	3.06	18.36	2%	0.37
• 39-90 days; 0-4 hours per week per operative	17.06	Y	3.41	20.48	17.49	Y	3.50	20.99	3%	0.43
• 0-28 days; 30-40 hours per week per operative	13.86	Y	2.77	16.64	14.21	Y	2.84	17.05	3%	0.35
• 0-28 days; 20-30 hours per week per operative	14.93	Y	2.99	17.92	15.30	Y	3.06	18.36	2%	0.37
• 0-28 days; 8-20 hours per week per operative	17.06	Y	3.41	20.48	17.49	Y	3.50	20.99	3%	0.43
• 0-28 days; 0-4 hours per week per operative	18.13	Y	3.63	21.75	18.58	Y	3.72	22.30	2%	0.45

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ADJUSTMENTS ON SPOT/CONTRACT HIRE										
• Permanent Staff Allocation (contract hire per hour)	2.09	Y	0.42	2.51	2.14	Y	0.43	2.57	2%	0.05
• Permanent Staff Allocation (spot hire per hour)	7.42	Y	1.48	8.91	7.61	Y	1.52	9.13	3%	0.19
VEHICLE HIRE										
• Response Vehicle (per hour)	10.66	Y	2.13	12.80	10.93	Y	2.19	13.12	2%	0.27
• Unmarked Vehicle (per hour)	5.33	Y	1.07	6.40	5.47	Y	1.09	6.56	3%	0.14
• Mileage (per mile)	0.63	Y	0.13	0.75	0.64	Y	0.13	0.77	2%	0.01
DEISTER POINTS										
• Installation (per point)	38.37	Y	7.67	46.04	39.33	Y	7.87	47.20	3%	0.96
• (Hire (per day)	0.32	Y	0.06	0.38	0.33	Y	0.07	0.40	4%	0.01
• Attendance Reports (per report)	38.37	Y	7.67	46.04	39.33	Y	7.87	47.20	3%	0.96
ANY OTHER ASSISTANCE										
• Per Hour Per Operative	65.87	Y	13.17	79.04	67.51	Y	13.50	81.01	2%	1.64

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
CCTV AND RADIO COMMUNICATION SERVICES										
CCTV SERVICES										
ANNUAL REGISTRATION AND COMPLIANCE AUDIT										
• Static Camera	11.50	Y	2.30	13.80	11.79	Y	2.36	14.15	3%	0.29
• ANPR Camera	17.77	Y	3.55	21.33	18.22	Y	3.64	21.86	3%	0.45
• PTZ Camera	31.37	Y	6.27	37.64	32.15	Y	6.43	38.58	3%	0.78
• Non public space per system	Variable			Variable	Variable			Variable	0%	0.00
ANNUAL MAINTENANCE FEE										
• ANPR Camera	175.64	Y	35.13	210.77	180.04	Y	36.01	216.05	3%	4.40
• Public Space Camera	703.62	Y	140.72	844.35	721.21	Y	144.24	865.45	2%	17.59
• Non public space per system	Variable			Variable	Variable			Variable	0%	0.00
PASSIVE MONITORING ON ACTIVATION PER SITE (SEE FEE FOR VISUAL VERIFICATION ABOVE)										
• Active Live Monitoring Only – Public Space without telemetry (per camera per day) (including transmission fees)	1.25	Y	0.25	1.51	1.29	Y	0.26	1.55	3%	0.04
• Active Live Monitoring Only – Public Space with telemetry (per camera per day) (including transmission fees)	3.24	Y	0.65	3.89	3.32	Y	0.66	3.98	2%	0.08
• Active Live Monitoring and Recording – Public Space without telemetry (per camera per day) (including transmission fees)	3.45	Y	0.69	4.14	3.54	Y	0.71	4.25	3%	0.09
• Active Live Monitoring and Recording – Public Space with telemetry (per camera per day) (including transmission fees)	9.51	Y	1.90	11.42	9.75	Y	1.95	11.70	2%	0.24
• Automatic Number Plate Recognition Camera (per camera per day) (including transmission fees and connection to ANPR network)	8.21	Y	1.64	9.85	8.41	Y	1.68	10.09	2%	0.20
NOTE: The Service does not undertake active live monitoring on private space systems.										

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	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
CCTV DEVELOPMENT SERVICES										
CCTV ADVICE AND CONSULTANCY										
• Private Sector (per hour)	64.82	Y	12.96	77.79	66.44	Y	13.29	79.73	2%	1.62
• Up to 4 Camera System (per camera per annum)	1,637.25	Y	327.45	1,964.70	1,678.18	Y	335.64	2,013.82	2%	40.93
• 5-8 Camera System (per annum)	5,769.07	Y	1,153.81	6,922.88	5,913.30	Y	1,182.66	7,095.96	3%	144.23
• 9-12 Camera System (per annum)	8,078.58	Y	1,615.72	9,694.29	8,280.54	Y	1,656.11	9,936.65	2%	201.96
• 13-19 Camera System (per annum)	10,387.04	Y	2,077.41	12,464.45	10,646.72	Y	2,129.34	12,776.06	3%	259.68
• 20 or over Camera System (per annum)	13,847.65	Y	2,769.53	16,617.18	14,193.84	Y	2,838.77	17,032.61	3%	346.19
• Non Public Space	Variable	Y	Variable	Variable	Variable	Y	Variable	Variable	0%	0.00
RADIO COMMUNICATIONS EQUIPMENT										
• Radio Equipment Set up & Admin Fee	27.18	Y	5.44	32.62	27.86	Y	5.57	33.43	3%	0.68
• Radio Equipment (airtime)	5.23	Y	1.05	6.28	5.36	Y	1.07	6.43	2%	0.13
REMOTE SECURITY SERVICES										
• Remote Operation of Traffic Control Barriers (per barrier)	4,265.64	Y	853.13	5,118.77	4,372.28	Y	874.46	5,246.74	2%	106.64
• Remote Operation of Visual Display Signage (including Snow Signs) (per sign)	1,812.90	Y	362.58	2,175.48	1,858.22	Y	371.64	2,229.86	3%	45.32
CONCIERGE SERVICE (IMPLEMENTATION DATE TBC)										
• Concierge Service per unit (Vetting by tenant)	199.69	Y	39.94	239.63	204.68	Y	40.94	245.62	2%	4.99
• Concierge Service per unit (Vetting by Control Room)	400.43	Y	80.09	480.51	410.44	Y	82.09	492.53	3%	10.01
EMERGENCY CONTROL CENTRE										
• Provision of Emergency Control Centre, Emergency Response and Command Rooms (per year)	8,040.94	Y	1,608.19	9,649.13	8,241.96	Y	1,648.39	9,890.35	2%	201.02

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
CCTV, SECURITY AND FIRST RESPONSE SERVICES										
ALARM RECEIVING CENTRE - PROTECTOR PACKAGES										
• GOLD – Including alarm and sound monitoring, alarm response and patrols, primary key holding, Line Guard and visual verification,	4,532.24	Y	906.45	5,438.69	4,532.24	Y	906.45	5,438.69	0%	0.00
• SILVER – Including alarm and sound monitoring, alarm response and patrols, secondary key holding and Line Guard.	3,636.25	Y	727.25	4,363.50	3,636.25	Y	727.25	4,363.50	0%	0.00
• BRONZE 1 – Including conventional alarm monitoring, alarm response and patrols and secondary key holding.	2,889.76	Y	577.95	3,467.71	2,819.00	Y	563.80	3,382.80	-2%	-70.76
• BRONZE 2 – Including alarm and sound monitoring, alarm response and patrols and primary key holding.	3,508.70	Y	701.74	4,210.44	3,423.00	Y	684.60	4,107.60	-2%	-85.70
ALARM MONITORING										
• Sonitrol Alarm Monitoring	1,413.52	Y	282.70	1,696.22	1,400.00	Y	280.00	1,680.00	-1%	-13.52
• Galaxy Gold Alarm Monitoring	1,066.41	Y	213.28	1,279.69	1,066.41	Y	213.28	1,279.69	0%	0.00
• Conventional Alarm Monitoring	820.72	Y	164.14	984.86	810.00	Y	162.00	972.00	-1%	-10.72
STAFF HOME ALARM MONITORING										
• Monitoring and Advisor Only	111.87	Y	22.37	134.24	110.00	Y	22.00	132.00	-2%	-1.87
• Monitoring with Police Response	272.88	Y	54.58	327.45	270.00	Y	54.00	324.00	-1%	-2.88
• Monitoring with Police, Fire and Panic Attack Modes	421.34	Y	84.27	505.60	420.00	Y	84.00	504.00	0%	-1.34
• Line Guard (was Paknet – replaced with a cheaper system)	287.51	Y	57.50	345.02	285.00	Y	57.00	342.00	-1%	-2.51
• Visual Verification	848.95	Y	169.79	1,018.74	850.00	Y	170.00	1,020.00	0%	1.05
• Trap Alarm Hire (per week)	28.23	Y	5.65	33.87	28.50	Y	5.70	34.20	1%	0.27
SMOKE ALARMS										
• Smoke Alarm not returned or damaged beyond repair	41.00	N	0.00	41.00	41.00	N	0.00	41.00	0%	0.00

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
KEYHOLDING										
• Primary key holder	426.56	Y	85.31	511.88	420.00	Y	84.00	504.00	-2%	-6.56
• Secondary key holder	290.65	Y	58.13	348.78	290.00	Y	58.00	348.00	0%	-0.65
• Alarm call out if FRS is secondary key holder, but primary key • holder unavailable within 30 minutes	29.27	Y	5.85	35.13	32.50	Y	6.50	39.00	11%	3.23
• Alarm call out if FRS is not a key holder and no key holder is available within 30 minutes. After 30 minutes, charged at spot hire rate for static guard.	59.59	Y	11.92	71.51	60.00	Y	12.00	72.00	1%	0.41
• Key cutting (standard key)	5.23	Y	1.05	6.27	5.50	Y	1.10	6.60	5%	0.27
• Key cutting (specialist key – including master keys)	21.96	Y	4.39	26.35	22.00	Y	4.40	26.40	0%	0.04
KEY SAFE										
• Key Safe - supply and installation (£10 discount if installed at the same time as the helpline)	65.00	N	0.00	65.00	65.00	N	0.00	65.00	0%	0.00
• Installation charges - Helpline	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0%	0.00
• Base unit and pendant - recharge for equipment lost or not returned or damaged beyond repair	149.00	N	0.00	149.00	149.00	N	0.00	149.00	0%	0.00
• Replacement Pendants (lost or damaged)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0%	0.00
LONE WORKER PROTECTION										
• Mobile device set up fee	58.55	Y	11.71	70.26	58.55	Y	11.71	70.26	0%	0.00
• GOLD risk device tracking (per month)	34.50	Y	6.90	41.40	34.50	Y	6.90	41.40	0%	0.00
• SILVER risk device tracking (per month)	23.00	Y	4.60	27.60	23.00	Y	4.60	27.60	0%	0.00
• BRONZE risk device tracking (per month)	12.55	Y	2.51	15.06	12.55	Y	2.51	15.06	0%	0.00

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
LIFELONG LEARNING										
LIFELONG LEARNING COURSE FEES (academic year charges from August 2019) • Some courses and room hires will be individually priced and will fall outside the hourly rate.										
TUITION FEES ADULT EDUCATION BUDGET (AEB)										
• Engagement courses	0.00	N	0.00	0.00	0.00	N	0.00	0.00	0%	0.00
• Get Oldham Working - Employability courses	0.00	N	0.00	0.00	0.00	N	0.00	0.00	0%	0.00
• Adult Skills classes per hour	3.05	N	0.00	3.05	3.14	N	0.00	3.14	3%	0.09
• Concessionary fee for Adult Skills	0.00	N	0.00	0.00	0.00	N	0.00	0.00	0%	0.00
• Community Learning classes per hour – Rate A standard	3.80	N	0.00	3.80	3.91	N	0.00	3.91	3%	0.11
• Community Learning classes per hour – Rate B specialist	5.95	N	0.00	5.95	6.13	N	0.00	6.13	3%	0.18
• Concessionary fee for Community Learning classes per hour – Rate A	1.25	N	0.00	1.25	1.29	N	0.00	1.29	3%	0.04
• Concessionary fee for Community Learning classes per hour – Rate B	3.05	N	0.00	3.05	3.14	N	0.00	3.14	3%	0.09
• Basic Skills - English and Maths, Family Learning - Full cost recovery (income generating) hourly rate (+ additional resource costs)	8.10	N	0.00	8.10	8.34	N	0.00	8.34	3%	0.24

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
ACCREDITATION FEES - ALL PAYABLE AT ENROLMENT										
• Full fee	Actual awarding body charge	N	0.00	Actual awarding body charge	Actual awarding body charge	N	0.00	Actual awarding body charge	0%	0.00
• Concessionary fee	0.00	N	0.00	0.00	0.00	N	0.00	0.00	0%	0.00
CRECHE PROVISION										
• Full fee paying learner per child, per session (crèches on main sites)	3.80	N	0.00	3.80	3.91	N	0.00	3.91	3%	0.11
• Concessionary fee per child per session	0.00	N	0.00	0.00	0.00	N	0.00	0.00	0%	0.00
COMMUNITY GROUP MEMBER USE										
• Full Fee Annual charge (40 weeks)	67.60	N	0.00	67.60	69.63	N	0.00	69.63	3%	2.03
• Concessionary fee - over 60s and includes 18yrs and under (Annual charge – 40 weeks)	33.80	N	0.00	33.80	34.81	N	0.00	34.81	3%	1.01
• Full Fee (Annual charge reduction for 20 weeks)	33.80	N	0.00	33.80	34.81	N	0.00	34.81	3%	1.01
• Concessionary Fee (Annual charge reduction for 20 weeks)	16.90	N	0.00	16.90	17.41	N	0.00	17.41	3%	0.51
• Short term rate – weekly charge	1.75	N	0.00	1.75	1.81	N	0.00	1.81	3%	0.05
ROOM HIRE: INDIVIDUALS AND EXTERNAL SERVICES										
• Weekdays (per hour)	22.95	N	0.00	22.95	23.64	N	0.00	23.64	3%	0.69
• Weekends (per hour) Saturday (Up to 5pm)	31.75	N	0.00	31.75	32.70	N	0.00	32.70	3%	0.95
• Weekends (per hour) Saturday (after 5pm) + Sunday (up to 4pm)	38.25	N	0.00	38.25	39.40	N	0.00	39.40	3%	1.15
• Specialist space hire i.e. kitchen , pottery, I.T Rooms (per hour)	28.45	N	0.00	28.45	29.30	N	0.00	29.30	3%	0.85
• Performance Space (per hour)	17.14	N	0.00	17.14	N/A	N	N/A	N/A	-100%	-17.14

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
STUDY SUPPORT										
• Schools Linking Project Core Offer April - March Children University Annual Membership Fee September - July	1,514.10	N	0.00	1,514.10	1,570.00	N	0.00	1,570.00	4%	55.90
• Primary School	370.80	N	0.00	370.80	381.00	N	0.00	381.00	3%	10.20
• Secondary School	515.00	N	0.00	515.00	528.00	N	0.00	528.00	3%	13.00
Laticzone Alternative Provision										
• 1-1 Provision per student per day	206.00	Y	41.20	247.20	216.00	Y	43.20	259.20	5%	10.00
• Group of 4 (Charge per student per day)	103.00	Y	20.60	123.60	109.00	Y	21.80	130.80	6%	6.00
OUTDOOR EDUCATION										
PROVISION OF INSTRUCTORS FOR ACTIVITIES OLDHAM SCHOOLS, ACADEMIES WITH SLA & PCS / IYS										
• Environmental Education Course fee per group excludes transport to/ from centre per day	265.00	N	0.00	265.00	272.00	N	0.00	272.00	3%	7.00
• Environmental Education Course fee per group excludes transport to/ from centre per half day	145.00	N	0.00	145.00	149.35	N	0.00	149.35	3%	4.35
• Outdoor Education activities per instructor includes equipment & minibus to/from & during activities per day	190.00	N	0.00	190.00	195.70	N	0.00	195.70	3%	5.70
• Outdoor Education activities per instructor includes equipment & minibus to/from & during activities per half day	120.00	N	0.00	120.00	123.60	N	0.00	123.60	3%	3.60
• Use of minibus by groups for activities not associated with the Service	75.00	N	0.00	75.00	77.25	N	0.00	77.25	3%	2.25
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S										
• Environmental Education Course fee per group excludes transport to/ from centre per day	316.67	Y	63.33	380.00	326.17	Y	65.23	391.40	3%	9.50
• Outdoor Education activities per instructor includes equipment & minibus during activities but excludes transport to/ from Centre per day	316.67	Y	63.33	380.00	326.17	Y	65.23	391.40	3%	9.50
• Outdoor Education activities per instructor includes equipment & minibus during activities but excludes transport to/ from Centre per half day	179.17	Y	35.83	215.00	184.54	Y	36.91	221.45	3%	5.38

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
RESIDENTIAL CHARGES PER PERSON PER NIGHT OLDHAM SCHOOLS, ACADEMIES WITH SLA & PCS / IYS										
• Castleshaw Primary pupil accommodation	4.79	N	0.00	4.79	4.93	Y	0.99	5.92	3%	0.14
• Castleshaw Secondary pupil accommodation	7.46	N	0.00	7.46	7.68	Y	1.54	9.22	3%	0.22
• Castleshaw Adult accommodation	9.58	N	0.00	9.58	9.87	Y	1.97	11.84	3%	0.29
• Castleshaw Laundry	2.71	N	0.00	2.71	2.79	Y	0.56	3.35	3%	0.08
• Castleshaw Camping - Per Person, Per night	3.75	N	0.00	3.75	5.00	Y	1.00	6.00	33%	1.25
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S										
• Castleshaw - Under 12 years accommodation	7.71	Y	1.54	9.25	7.94	Y	1.59	9.53	3%	0.23
• Castleshaw - Under 16 years accommodation	9.00	Y	1.80	10.80	9.27	Y	1.85	11.12	3%	0.27
• Castleshaw - Adult accommodation	12.92	Y	2.58	15.50	13.31	Y	2.66	15.97	3%	0.39
• Castleshaw Laundry	2.71	Y	0.54	3.25	2.79	Y	0.56	3.35	3%	0.08
• Castleshaw Camping - Per Person, Per night	3.75	Y	0.75	4.50	3.86	Y	0.77	4.64	3%	0.11

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
CATERING PER PERSON OLDHAM SCHOOLS, ACADEMIES WITH SLA & PCS / IYS										
• Castleshaw Breakfast - Under 12 years	2.33	N	0.00	2.33	2.46	N	0.00	2.46	6%	0.13
• Castleshaw Packed lunch - Under 12 years	3.04	N	0.00	3.04	3.96	N	0.00	3.96	30%	0.92
• Castleshaw Evening meal - Under 12 years	4.58	N	0.00	4.58	4.75	N	0.00	4.75	4%	0.17
• Castleshaw Breakfast - Under 16 years	2.75	N	0.00	2.75	2.92	N	0.00	2.92	6%	0.17
• Castleshaw Packed lunch - Under 16 years	3.33	N	0.00	3.33	4.33	N	0.00	4.33	30%	1.00
• Castleshaw Evening meal - Under 16 years	4.83	N	0.00	4.83	5.00	N	0.00	5.00	4%	0.17
• Castleshaw Breakfast - Adult	3.33	N	0.00	3.33	3.67	N	0.00	3.67	10%	0.34
• Castleshaw Packed lunch - Adult	3.83	N	0.00	3.83	5.00	N	0.00	5.00	31%	1.17
• Castleshaw Evening meal - Adult	7.08	N	0.00	7.08	7.29	N	0.00	7.29	3%	0.21
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S										
• Castleshaw Breakfast - Under 12 years	2.33	Y	0.47	2.80	2.46	Y	0.49	2.95	6%	0.13
• Castleshaw Packed lunch - Under 12 years	3.04	Y	0.61	3.65	3.96	Y	0.79	4.75	30%	0.92
• Castleshaw Evening meal - Under 12 years	4.58	Y	0.92	5.50	4.75	Y	0.95	5.70	4%	0.17
• Castleshaw Breakfast - Under 16 years	2.75	Y	0.55	3.30	2.92	Y	0.58	3.50	6%	0.17
• Castleshaw Packed lunch - Under 16 years	3.33	Y	0.67	4.00	4.33	Y	0.87	5.20	30%	1.00
• Castleshaw Evening meal - Under 16 years	4.83	Y	0.97	5.80	5.00	Y	1.00	6.00	4%	0.17
• Castleshaw Breakfast - Adult	3.33	Y	0.67	4.00	3.67	Y	0.73	4.40	10%	0.34
• Castleshaw Packed lunch - Adult	3.83	Y	0.77	4.60	5.00	Y	1.00	6.00	31%	1.17
• Castleshaw Evening meal - Adult	7.08	Y	1.42	8.50	7.29	Y	1.46	8.75	3%	0.21
• Castleshaw Cooked lunch (if available) - Adult	7.08	Y	1.42	8.50	7.29	Y	1.46	8.75	3%	0.21

DESCRIPTION OF FEES	2018/19 CHARGES				PROPOSED 2019/20 CHARGES				NET VARIANCE FROM	
	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	NET FEES	SUBJECT TO VAT	VAT	TOTAL INCL. VAT	% INCREASE	£ INCREASE
VARIOUS OTHER CHARGES										
OLDHAM SCHOOLS, ACADEMIES WITH SLA & PCS / IYS										
• Castleshaw - Daily hire of centre	212.50	N	0.00	212.50	218.50	N	0.00	218.50	3%	6.00
• Castleshaw - meeting room hire per half day	63.75	N	0.00	63.75	65.67	N	0.00	65.67	3%	1.92
• Castleshaw - meeting room hire per day	127.50	N	0.00	127.50	131.42	N	0.00	131.42	3%	3.92
• Castleshaw - yurt hire per half day	63.75	N	0.00	63.75	65.67	N	0.00	65.67	3%	1.92
• Castleshaw - yurt hire per day	127.50	N	0.00	127.50	131.42	N	0.00	131.42	3%	3.92
• Under occupancy	7.71	N	0.00	7.71	7.96	N	0.00	7.96	3%	0.25
• Castleshaw Refreshments	2.75	N	0.00	2.75	2.83	N	0.00	2.83	3%	0.08
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S										
• Castleshaw - Daily hire of centre	212.50	Y	42.50	255.00	218.50	Y	43.70	262.20	3%	6.00
• Castleshaw - meeting room hire per half day	63.75	Y	12.75	76.50	65.67	Y	13.13	78.80	3%	1.92
• Castleshaw - meeting room hire per day	127.50	Y	25.50	153.00	131.42	Y	26.28	157.70	3%	3.92
• Castleshaw - yurt hire per half day	63.75	Y	12.75	76.50	65.67	Y	13.13	78.80	3%	1.92
• Castleshaw - yurt hire per day	127.50	Y	25.50	153.00	131.42	Y	26.28	157.70	3%	3.92
• Under occupancy	7.71	Y	1.54	9.25	7.96	Y	1.59	9.55	3%	0.25
• Castleshaw booking deposit	150.00	Y	30.00	180.00	154.00	Y	30.80	184.80	3%	4.00
• Castleshaw Refreshments	2.75	Y	0.55	3.30	2.83	Y	0.57	3.40	3%	0.08
OUTDOOR EDUCATION MEALS & TRANSPORT										
• Meals at day centres or luncheon clubs	4.00	N	0.00	4.00	4.12	N	0.00	4.12	3%	0.12
• Transport	2.80	N	0.00	2.80	2.88	N	0.00	2.88	3%	0.08
SCHOOL SWIMMING SERVICE										
Swimming session - 30 minutes per week x 38 weeks	2,551.00	N	0.00	2,551.00	2,628.00	N	0.00	2,628.00	3%	77.00
SPORTS DEVELOPMENT										
In School Coaching Programme - 1/2 Day per week x 38 weeks	3322.00	N	0.00	3322.00	3,555.00	N	0.00	3,555.00	7%	233.00

Appendix 5

Pay Policy

Statement

2019/20

Pay
Policy

PAY POLICY STATEMENT 2019/20

Introduction & Purpose

1. Under section 112 of the Local Government Act 1972, the Council has the 'power to appoint officers on such reasonable terms and conditions as the authority thinks fit'. This Pay Policy Statement (the 'Statement') sets out the Council's approach to pay policy in accordance with the requirements of Section 38 to 43 of the Localism Act 2011.
2. The purpose of the Statement is to provide transparency and accountability with regard to the Council's approach to setting the pay of its employees (excluding teaching and other school staff working for the local authority under the purview of the School Governing Body) by identifying;
 - the methods by which salaries of employees are determined;
 - the detail and level of remuneration of its most senior staff, i.e. 'chief officers', as defined by the relevant legislation; and
 - the Committee(s) responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.

Publication

3. This statement will be reviewed and prepared for each financial year then approved by full Council, usually by the end of March each year, or at the earliest Council in the financial year for which it applies. It will be published on the Council's website as soon as it is reasonably practicable following any amendment and approval. For 2019/20 the approval will be at the Budget Council meeting of 27 February 2019.
4. Alongside this statement will be full details of all senior employees in the Council (excluding teachers and school based staff) that have a salary over the threshold outlined in the Localism Act 2011 and any associated Codes of Practice, including the Local Government Transparency Code 2015. The Pay Policy Statement will be linked to Council's Annual Statement of Accounts where we are required to publish the full time equivalent salaries which are at least £50,000 per annum.

Other Legislation Relevant To Pay And Remuneration

5. In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes legislation such as the Equality Act 2010, inclusive of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 which specifies Gender Pay Gap Reporting for public bodies with 250 employees or more, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, and where relevant, the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).
6. The Council is committed to the principles of equal pay for all of its employees, and to ensure consistency and fairness within its pay structures. Differentials in grades can be objectively justified through the use of job evaluation mechanisms, which determine the relativities between posts according to the requirements, demands, skills and responsibilities of the role.

Pay Structure

7. The Council uses nationally negotiated pay spines with a defined list of salary points as the basis for its local pay structure. These salary scales determine the salaries of the majority of its non-schools workforce, together with the use of locally determined grades where these do not apply. The current salary scales in use by the Council are available to view on the Council's website.
8. The Council adopts the national pay bargaining arrangements in respect of the establishment and revision of the national pay spines. All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery.
9. The majority of staff at Oldham Council are employed under the National Joint Council (NJC) terms and conditions (Green Book) and salaries are determined by the points score associated with a job role through the appropriate job evaluation scheme. For employees within grades 1 to 10, the NJC Job Evaluation Scheme is used, created specifically for jobs within local government. Employees on senior management grades are evaluated through the HAY Scheme, widely used for evaluating senior jobs, in both the private and public sector, nationally and internationally. Single Status, harmonising former officers and former manual workers, was implemented at the Council on 1 January 2011.
10. In determining its grading structure and setting remuneration levels for any posts which fall outside this scope, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times when those services are required.

11. New appointments will normally be made at the minimum of the grade for the relevant pay scale, although this can be varied where the successful candidate is currently on a spinal column point/salary that is higher than minimum of the grade/salary of the job being recruited to. Where this occurs there is guidance in the Council's Starting Salary Policy to ensure consistency of application across the organisation.
12. From time to time it may be necessary to take account of the external pay levels in the labour market in order to attract and retain employees with particular experience, skills and capability. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators and benchmark information, using data sources available from within the local government sector and outside, as appropriate.

Pension Contributions

13. Where employees have exercised their statutory right to membership of the Local Government Pension Scheme, the Council is required to make a contribution to the scheme representing a percentage of the pensionable remuneration due under the contract of employment for that employee. The rate of contribution is set by Actuaries advising the Greater Manchester Pension Fund and is reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The new triennial period starts from 1 April 2017, and current rates can be found in the Actuarial Valuation Reports on the Greater Manchester Pensions Fund (GMPF) website. The employee contribution rates, are currently 5.5% to 12.5% depending on the level of annual salary.
14. Oldham Council has a flexible retirement scheme which is run in accordance with the Local Government Pension Scheme and Regulation 18 of the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007 (SI 2007/1166) as amended by the Local Government Pension Scheme (Miscellaneous) Regulations 2012 (SI 2012/1989).
15. There are other pension schemes which are in operation at the Council. There is a separate pension scheme for Teachers and a separate pension scheme for transferred NHS staff that still remain on their existing TUPE terms and conditions.

Senior Management Remuneration

16. For the purposes of this statement, senior management means 'chief officers' as defined within the Localism Act. This includes the Chief Executive and all senior management posts on Joint National Council (JNC) Chief Officer Terms and Conditions of Employment. The posts falling within these definitions are set out in Table 1, with details of their basic salary, typically shown within five thousand pound bandings.

17. Chart 1 shows the organisational chart of the job roles set out in Table 1, which are linked through the use of common job titles and a number referencing system. Table 1 shows for Directors and above; their grade, type of contract, salary, allowances, services directed, budget held and the approximate number of staff they are responsible for. For other senior managers covered in the scope of publishing this Pay Policy Statement, Table 1 gives details regarding their pay, services managed and their contract type.
18. It is the policy of the Council to establish a salary for each chief officer post that is sufficient to attract and retain an employee with the appropriate knowledge, experience, skills and abilities that are needed, at that time, by the Council.
19. The arrangements and factors considered in determining, where appropriate, an individual's progression through the relevant grade pay scale are set out at the time of appointment, with the individual 'chief officer'. The level of remuneration does not vary depending on the achievement of defined targets, although progression through the incremental scale of the relevant grade is subject to satisfactory performance, which is assessed on an annual basis. If a cost of living increase is awarded to JNC Chief Officers through national collective bargaining then it is fully applied at that time.
20. To meet specific operational requirements it may be necessary for an individual chief officer to temporarily take on additional duties to their identified role. The Council authorises such additional payments which may be relevant to those duties through the Selection Committee, or other constitutionally approved mechanism.
21. Some chief officer posts carry additional payments. These additional payments are supplementary to basic salary and may represent a contractual obligation. The amounts and types of additional payments are shown in Table 1.
22. The Chief Executive's salary does include payment for local election duties and no additional payment is made for those duties. Separate payments are received for any returning officer duties arising from parliamentary elections and referendums. It should be noted that payments for such elections are not funded by the Council.
23. Where the Council is unable to recruit chief officers, or there is a need for interim support to provide cover for a substantive chief officer post, the Council may, where necessary, consider engaging individuals under a 'contract for service' rather than making a temporary appointment. These individuals will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money in securing the relevant service. In assessing such it should be noted that in respect of such engagements the Council will be fully compliant with the off payroll working rules and will only engage such workers where an arrangement is in place to deduct tax and national insurance contributions in line with off payroll working rules. The contractual arrangements for each of our chief officers are highlighted within Table 1.

Recruitment Of Chief Officers

24. The Council's procedure with regard to recruitment of chief officers is outlined within Part 4, Officer Employment Procedure Rules within the Council's Constitution and is undertaken by a Selection Committee, or other constitutionally approved mechanism. There is a copy of the Council's Constitution on the Council's website to view for further details.
25. When recruiting to all posts, the Council will take full and proper account of all provisions of relevant employment and equality law and its own Recruitment and Redeployment Policies.
26. When recruiting to a chief officer vacancy the Council may engage a recruitment agency to provide external objectivity to the process. In that event, the agency may be used to: determine the market rate for the role, in the market quartile the Council is seeking to compete in at that time; generate interest in the role from potential applicants from inside and outside the sector; conduct the long listing exercise; co-ordinate any personality assessment, group and technical exercises; conduct the short listing exercise with members of the Selection Committee, or other constitutionally approved mechanism, and facilitate the interview sessions, providing a technical advisor to the interview panel when necessary.
27. The selection of a chief officer is made by a panel of Elected Members and the Selection Committee, or other constitutionally approved mechanism, who have delegated authority to appoint through the Council's Scheme of Delegation. The only exception to this is the appointment of the Chief Executive (Head of Paid Service) whose appointment has to be recommended to and approved by full Council. The Selection Committee, or other constitutionally approved mechanism, is supported by the line manager of the post being recruited to and/or advised where necessary by a technical adviser on the service area in addition to the Director of People Services (or their nominee).
28. Full Council will consider the case for any salary in excess of £100,000, prior to any appointment to the 'chief officer' posts that it relates. The salary package will be defined as basic salary, any performance related pay, fees, routinely payable allowances and benefits in kind, that are due under the contract.

Payments On Termination

29. The Council's approach to statutory and discretionary payments on termination of employment of chief officers and its other employees, prior to reaching normal retirement age, and is covered within the Redundancy Policy, in accordance with regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and Regulation 12 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007. This excludes teachers where there are different pension arrangements. The Council's current Redundancy Policy is available to view on the Council's website.

30. Any payments falling outside these provisions or the relevant periods of notice within the contract of employment shall be subject to a rigorous risk assessment, as they would be for any member of staff within the Council and a formal decision will be made by the Director of People and the Director of Legal Services of the Council. The Council is fully compliant on regulations and frameworks regarding exit payments, which ensures a fair and appropriate level of compensation is provided for employees who are required to leave public sector jobs.

Lowest Paid Employees

31. Oldham Council is committed to tackling positively the socio-economic and health inequalities associated with low pay. Since April 2012, the Council has implemented a Local Living Wage initially of £7.11 per hour, increasing to £7.24 per hour in April 2013. From April 2015, the Council has chosen to pay the Living Wage, as advocated by the Living Wage Foundation. This hourly rate has increased every November in line with the latest research, and the Council has updated its payline, effective from the following April. The Council retains its commitment to the Living Wage, subject to an ongoing financial impact assessment.
32. Full time hours at Oldham Council are 36 hours and 40 minutes per week for employees on NJC terms and conditions.
33. The relationship between the rate of pay for the lowest paid and the Chief Executive is determined by the processes used for determining pay and grading structures, as set out earlier in this policy statement. This relationship is expressed as a ratio in Table 2, which also shows the multiple between the median full time equivalent earnings and the earnings of the Chief Executive. Oldham Council has a commitment that the ratio between its highest earner, the Chief Executive, and those who are the lowest paid, will not exceed 1:11.

Accountability And Decision Making

34. In accordance with the constitution of the Council, the Selection Committee, or other constitutionally approved mechanism, is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to chief officers. Accountability and decision making for all other employees of the Council is the responsibility of Executive Directors through the Council's Scheme of Delegation.

Re-Employment / Re-Engagement Of Former Employees

35. Oldham Council has an obligation to ensure that it is managing public monies responsibly against any requirements to achieve savings and reductions in posts through voluntary or compulsory redundancy, efficiency release or employer consent retirement which results in a cost to the Council.

36. The Council will not re-engage ex-employees who have left their prime employment with the Council on the grounds of voluntary or compulsory redundancy, efficiency release or employer consent retirement (where there is a cost to the Council) for a period of 12 months with effect from the date of leaving. This policy does not cover those employees who access their pension via the Council's Flexible Retirement Scheme or to employees who early retire where there is no cost to the council.

Table 1 - Senior Management Remuneration

Executive Management Team								February 2019
No. on Chart	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:	No. of Employees	2019/20 Indicative Net Revenue Budget Responsibility £000
1	Chief Executive, Oldham Council and Accountable Officer, NHS Oldham CCG	Chief Executive	£176,680	Permanent	-	Executive direction for the Council to achieve its co-operative vision through: <ul style="list-style-type: none"> ▪ Accountable for the overall performance of the Council and the Council's net revenue budget ▪ Head of Paid Service ▪ Returning Officer for the Elections 	2,906	224,112
2	Deputy Chief Executive for People & Place	Executive Director	£125,001 - £130,000	Permanent	£150 - Local Elections Payment	Executive direction for the following services: <ul style="list-style-type: none"> ▪ Environmental Management ▪ Economy 	1,198	55,921
3	Interim Director of Children's Services (DCS)	Chief Officer	-	Interim	-	Executive direction for the following services: <ul style="list-style-type: none"> • Statutory officer for Children's Services (DCS) • Children's social services & Early Help • Education & Early Years, plus Employment & Skills 	920	43,364
4	Deputy Chief Executive for Corporate & Commercial Services	Executive Director	£125,001 - £130,000	Permanent	£150 - Local Elections Payment	Executive direction for the following services: <ul style="list-style-type: none"> ▪ Finance ▪ Legal Services ▪ Commercial ▪ People Services 	198	34,815
5	Managing Director for Health & Adult Social Care Community Services (DASS)	Chief Officer	£100,001 - £105,000	Permanent	-	Executive direction for the following services: <ul style="list-style-type: none"> ▪ Statutory officer for Adult Social Care (DASS) ▪ Learning Disabilities & Mental Health ▪ Integrated Commissioning of Adult Social Care ▪ Client Finance 	247	58,730
6	Strategic Director of Reform	Chief Officer	£120,001 - £125,000	Permanent	-	Executive direction for the following services: <ul style="list-style-type: none"> ▪ Transformation ▪ Public Health ▪ Youth & Leisure Services ▪ Libraries, Heritage & Arts ▪ Policy, Communications & Executive Support ▪ Business Intelligence 	329	27,641

Senior Leadership Team									February 2019
No. on Chart	Directorate	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:	No. of Employees	2019/20 Indicative Net Revenue Budget Responsibility £000
7	People & Place	Director of Environmental Management	Director	£85,001 - £90,000	Permanent	£100 - Local Election Payment	Strategic direction for the following services: <ul style="list-style-type: none"> ▪ Waste, Fleet & Highways Operation ▪ Street Scene & Parks ▪ Strategic Transportation, Highways (Unity Client) & Street Lighting (Client) ▪ Public Protection & Building Control 	464	53,897
8	People & Place	Director of Economy	Director	£85,001 - £90,000	Permanent	-	Strategic direction for the following services: <ul style="list-style-type: none"> ▪ Physical regeneration development (including Joint Ventures & Education Capital Programme) ▪ Asset management (Client) ▪ Corporate Landlord (including Facilities Management) & Car Parking ▪ Catering & Cleaning ▪ Strategic Housing, Development & Homelessness ▪ Strategic Planning & Development Control 	734	2,024
9	Children's Services	Director of Education & Early Years	Director	£85,001 - £90,000	Permanent	-	Strategic direction for the following services: <ul style="list-style-type: none"> ▪ Education Improvement ▪ Inclusion ▪ SEND & SEN Support ▪ Employment & Skills ▪ Education Provision - Post 16 ▪ Post 16 & Business Development 	484	3,717
10	Children's Services	Director of Children's Social Care & Early Help	Director	£85,001 - £90,000	Interim	-	Strategic direction for the following services: <ul style="list-style-type: none"> ▪ Early Help ▪ Children's Social Care Management ▪ Community Services 	435	39,647
11	Reform	Director of Public Health	Director	£85,001 - £90,000	Permanent - acting up arrangement in place	-	Holds the Statutory role for the Director of Public Health, plus: <ul style="list-style-type: none"> ▪ Youth, Leisure & Sports Development ▪ Heritage, Libraries & Arts 	244	25,303
12	Corporate & Commercial Services	Director of Legal Services	Director	£95,001 - £100,000	Permanent	£400 - Local Elections Payment	Strategic direction for the following services: <ul style="list-style-type: none"> ▪ Legal Service ▪ Statutory Monitoring Officer ▪ Constitutional Services ▪ Member Services ▪ Registrars ▪ Elections 	48	3,181
13	Corporate & Commercial Services	Director of People	Director	£85,001 - £90,000	Vacant	-	Strategic direction for the following services: <ul style="list-style-type: none"> ▪ People Strategy ▪ Development Academy ▪ Unity Client for Human Resource Services ▪ Organisational Development 	32	2,370
14	Corporate & Commercial Services	Director of Finance	Director	£90,001 - £95,000	Permanent	£180 - Local Election Payment	Strategic direction for the following services: <ul style="list-style-type: none"> ▪ Chief Finance & Section 151 Officer ▪ Financial Planning ▪ Financial Management ▪ Traded service for Schools Budget Support ▪ Internal Audit, Fraud, Risk Management & Insurance ▪ Corporate Complaints ▪ Information Governance ▪ Client function for Unity Exchequer Services ▪ Welfare Rights 	88	10,344

Senior Managers

February 2019

No. on Chart	Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
15	People & Place	Environmental Management	Head of Public Protection	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> Environmental Health Health & Safety Trading Standards Licencing Building Control
16	People & Place	Environmental Management	Head of Environmental Services	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> Parks and open spaces Street Cleansing Countryside Service Cemeteries and crematorium
17	People & Place	Environmental Management	Head of Operational Services	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> Waste management services including trade waste & recycling Highways operations Fleet management Delivery of contracts for the Greater Manchester Waste Disposal Authority
18	People & Place	Environmental Management	Environmental Health Manager	SM2	£50,001 - £55,000	Permanent	£500 - Car Allowance £950 - Standby £4,780.72 - Plain Time	Operational direction for the following services: <ul style="list-style-type: none"> Environmental Health Health & Safety
19	People & Place	Economy	Head of Planning & Development Control	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> Planning applications & development control Enforce planning contraventions Strategic Planning Policy & Transport strategy
20	People & Place	Economy	Head of Strategic Regeneration & Development	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance £5,115.71 - Honorarium	Management direction for the following services: <ul style="list-style-type: none"> Delivery of key projects identified within the Council's capital programme Delivery of major high quality regeneration projects, covering both the Town Centre and the Borough of Oldham
21	People & Place	Economy	Head of Housing & Property Partnerships	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> Delivery of successful private sector development & other physical investment in the Borough Leading on appraisals for major property development, obtain property evaluations and advise on all property matters in connection to the Council's physical regeneration programme

No. on Chart	Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
22	People & Place	Economy	Head of Strategic Asset Management & Facilities Management	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> ▪ Leading on "One Public Estate" work on behalf of the Council ▪ Client Manager for Unity Partnership function including Corporate Landlord ▪ Facilities Management, Cleaning, Catering & Car Parking
23	Children's Services	Education & Early Years	Head of Schools & Learning	Soulbury	£65,001 - £70,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> ▪ Early Years Improvement ▪ School Improvement ▪ Virtual School for Looked After Children
24	Children's Services	Education & Early Years	Assistant Headteacher (Jigsaw)	Asst. Headteacher	£55,001 - £60,000	Permanent	-	Management of the following areas: <ul style="list-style-type: none"> ▪ Supporting schools to build on their capacity to support children presenting behaviour challenges so that they can access learning and make appropriate progress ▪ Reducing levels of poor behaviour, fixed term or permanent exclusions in targeted schools ▪ Promotion of effective education for pupils with special educational needs/social emotional & behavioural difficulties
25	Children's Services	Education & Early Years	Headteacher - Virtual School	Soulbury	£50,001 - £55,000	Permanent	-	Responsible for improving educational attainment and outcomes for Looked After Children
26	Children's Services	Education & Early Years	Education Improvement Manager	Soulbury	£55,001 - £60,000	Permanent	-	Management of the following areas: <ul style="list-style-type: none"> ▪ Challenging schools & Early Years/Childcare settings to improve results at Early Years Foundation Stage ▪ Developing plans to improve school readiness ▪ Leading the development/delivery of Oldham's Early Years Foundation Stage Profile Moderation programme ▪ Monitoring and evaluating the performance of schools and early years/childcare settings
27	Children's Services	Education & Early Years	Early Years Specialist	Soulbury	£50,001 - £55,000	Permanent	-	Provision of advice, support and challenge to schools & Early Years settings on teaching and learning strategies to help them track and raise standards of achievement. Put in place systems for the statutory moderation of teacher assessments.

No. on Chart	Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
28	People & Place	Economy & Skills	Head of Lifelong Learning, Employment & Skills	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> ▪ Get Oldham Working ▪ Strategies on reducing unemployment ▪ Support for Business Growth ▪ LifeLong Learning service development & delivery
29	Children's Services	Education & Early Years	Head of School Support Services	SM2	£50,001 - £55,000	Permanent	-	Operational management for the following services: <ul style="list-style-type: none"> ▪ Education information and advice ▪ Governor support services
30	Children's Services	Education & Early Years	Education Partnership Leader	Soulbury	£65,001 - £70,000	Fixed Term	-	On behalf of the Oldham Education & Skills Commission Board, the post holder will lead on the development of schemes of work to implement the nineteen recommendations contained within the Report
31	Children's Services	Education & Early Years	Opportunity Area Programme Lead	Soulbury	Vacant	Fixed Term	-	Progressing the Government's Opportunity Area programme within Oldham, through: <ul style="list-style-type: none"> ▪ Supporting children to be School-ready by five years old ▪ Raising attainment for disadvantaged pupils ▪ Ensuring all children and young people are ready for life, learning & work
32	Children's Services	Education & Early Years	Assistant Director for SEND	Asst. Director	£65,001 - £70,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> ▪ Special Educational Needs & Disabilities ▪ Inclusion ▪ SEN support
33	Children's Services	Education & Early Years	SEN Support Manager & Lead Educational Psychologist	Soulbury	£55,001 - £60,000	Permanent	£500 - Car Allowance	Management of the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
34	Children's Services	Education & Early Years	Senior Educational Psychologist	Soulbury	£55,001 - £60,000	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies

No. on Chart	Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
35	Children's Services	Education & Early Years	Educational Psychologist	Soulbury	£50,001 - £55,000* Actual Salary £20,559	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
36	Children's Services	Education & Early Years	Educational Psychologist	Soulbury	£50,001 - £55,000* Actual Salary £25,705	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
37	Children's Services	Education & Early Years	Educational Psychologist	Soulbury	£50,001 - £55,000* Actual Salary £25,705	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
38	Children's Services	Education & Early Years	Educational Psychologist	Soulbury	£50,001 - £55,000* Actual Salary £46,278	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
39	Children's Services	Education & Early Years	Educational Psychologist	Soulbury	£50,001 - £55,000	Permanent	£500 - Car Allowance £627.90 - Honorarium	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
40	Children's Services	Education & Early Years	Educational Psychologist	Soulbury	£50,001 - £55,000	Permanent	£500 - Car Allowance £1130.22 - Honorarium	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
41	Children's Services	Children's Social Care & Early Help	Head of Assessment & Prevention	SM1	£60,001 - £65,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> Service provision for children subject to assessment (including Section 47), Children in Need and children subject to a Child Protection Plan

No. on Chart	Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
42	Children's Services	Children's Social Care & Early Help	Head of Looked After Children	SM1	£60,001 - £65,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> ▪ Fostering ▪ Adoption ▪ Care Leavers ▪ Residential Children's Services
43	Children's Services	Children's Social Care & Early Help	Assistant Director for Communities & Early Intervention	Asst. Director	£70,001 - £75,000	Permanent	£150 - Local Elections Payment	Management direction for the following services: <ul style="list-style-type: none"> ▪ Leading work across the Council and Oldham Partnership to manage community tensions and build good community relations ▪ Contributing to building a strong voluntary, community and faith sector, and tackle inequality within the community ▪ Community Safety & Cohesion ▪ District Partnerships ▪ MASH team
44	Children's Services	Children's Social Care & Early Help	Strategic Change Manager	SM2	Vacant	Permanent	-	Operational management for the following services: <ul style="list-style-type: none"> ▪ Strategic approach to public sector reform ▪ Developing evaluation and economic modelling framework
45	Children's Services	Children's Social Care & Early Help	Assistant Director for Safeguarding & Partnerships	Asst. Director	£75,001 - £80,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> ▪ Safeguarding ▪ Commissioning & Risk Management ▪ Quality Assurance for Children's Social Care
46	Health & Adult Social Care Community Services	Adult Social Care	Deputy Managing Director - Community Health & Adult Social Care	Asst. Director	£65,001 - £70,000	Permanent	-	Strategic direction for the following services: <ul style="list-style-type: none"> ▪ Adult Social Care ▪ Learning Disabilities & Mental Health ▪ Adult Social Care Business Management
47	Health & Adult Social Care Community Services	Adult Social Care	Head of Adult Social Care	SM1	Vacant	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> ▪ Adult Social Care ▪ Emergency Duty Team ▪ Hospital team ▪ End of Life team ▪ Adult Safeguarding
48	Health & Adult Social Care Community Services	Adult Social Care	Head of Learning Disabilities & Mental Health	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance £1,800 - Standby	Management direction for the following services: <ul style="list-style-type: none"> ▪ Mental Health Social Care ▪ Learning Disabilities

No. on Chart	Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
49	Health & Adult Social Care Community Services	Adult Social Care	Head of Business Management & Transformation	SM1	£60,001 - £65,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> Client Support Service Maximisation of income from social care and other related charges
50	Health & Adult Social Care Community Services	Adult Social Care	Interim Assistant Director for Joint Commissioning & Safeguarding	Asst. Director	£70,001 - £75,000	Acting	£230 - Local Elections Payment	Management direction for the following services: <ul style="list-style-type: none"> Developing strategic commissioning strategies Develop comprehensive range of evidence based services commissioned with available resource
51	Health & Adult Social Care Community Services	Adult Social Care	Head of Special Projects	SM1	£60,001 - £65,000	Fixed Term	£3,804.64 - Honorarium	Management of the following areas: <ul style="list-style-type: none"> Implementation of the Supported Housing & Learning Disability Programme Management of the iBCF ASC link to Thriving Communities MioCare review and oversight of action plan Change management & general transformation programmes, i.e. Community enablement
52	Reform	Public Health	Consultant in Public Health (Health & Wellbeing)	Asst. Director	£75,001 - £80,000	Permanent	£5,407.47 - Honorarium	Management direction for the following services: <ul style="list-style-type: none"> Providing expert public health advice and leadership Developing and utilising information and intelligence systems to underpin public health action across Oldham Development and delivery of national, regional and local policies, and interdisciplinary strategic plans and programmes
53	Reform	Public Health	Consultant in Public Health (Healthcare & Public Health)	Asst. Director	£75,001 - £80,000	Permanent		Management direction for the following services: <ul style="list-style-type: none"> Providing expert public health advice and leadership Developing and utilising information and intelligence systems to underpin public health action across Oldham Development and delivery of national, regional and local policies, and interdisciplinary strategic plans and programmes
54	Reform	Public Health	Senior Nurse - Health Protection	SM2	£50,001 - £55,000	Permanent	-	Contributing to the development and effective implementation of robust plans for health protection within Oldham, act as the lead source of information for: Health Protection issues, infection control, communicable disease, non-communicable environmental hazards and screening & immunisation

No. on Chart	Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
55	Reform	Public Health	Public Health Specialist - Primary Care, Community Services, Respiratory	SM2	£50,001 - £55,000	Permanent	-	<p>Management of the following areas:</p> <ul style="list-style-type: none"> ▪ Plan, design and lead the development and delivery of public health programmes of work ▪ Public health promotion ▪ Manage a significant portfolio of commissioned services, setting budgets and ensuring value for public money
56	Reform	Public Health	Public Health Specialist - Primary Care, Community Services, Respiratory	SM2	£50,001 - £55,000	Permanent	-	<p>Management of the following areas:</p> <ul style="list-style-type: none"> ▪ Plan, design and lead the development and delivery of public health programmes of work ▪ Public health promotion ▪ Manage a significant portfolio of commissioned services, setting budgets and ensuring value for public money
57	Reform	Public Health	Public Health Specialist - Vascular	SM2	£50,001 - £55,000* Actual salary £46,144	Permanent	-	<p>Management of the following areas:</p> <ul style="list-style-type: none"> ▪ Plan, design and lead the development and delivery of public health programmes of work ▪ Public health promotion ▪ Manage a significant portfolio of commissioned services, setting budgets and ensuring value for public money
58	Reform	Public Health	Head of Youth & Leisure	SM1	£60,001 - £65,000	Permanent	-	<p>Management direction for the following services:</p> <ul style="list-style-type: none"> ▪ Youth Services ▪ Sports Development and Coaching ▪ Music Service ▪ Outdoor Education ▪ Study Support
59	Reform	Public Health	Service Manager: Outdoor Education	Soulbury	£55,001 - £60,000	Permanent	-	<p>Management direction for the following services:</p> <ul style="list-style-type: none"> ▪ Castleshaw Centre - The Council's outdoor education centre ▪ Act as Outdoor Education Advisor for Oldham Schools, Youth Service and other settings, including Looked After Children
60	Reform	Public Health	Head of Libraries, Heritage & Arts	SM1	£60,001 - £65,000	Permanent	-	<p>Management direction for the following services:</p> <ul style="list-style-type: none"> ▪ Library & Lending Services ▪ Local Studies & Archives ▪ Gallery Oldham ▪ Arts development & delivery

No. on Chart	Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
61	Reform	Public Health	Arts & Heritage Manager	SM2	£50,001 - £55,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> ▪ Strategic management of Arts & Heritage teams ▪ Seek external funding and identify income generating/efficiency opportunities ▪ Build effective public, private and voluntary sector partnerships
62	Reform	Public Health	Libraries & Information Manager	SM2	£50,001 - £55,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> ▪ Strategic management of Library Services ▪ Management of the central and district libraries ▪ Management of specialist library services, e.g. Home Library service and Children's Library
63	Reform	Public Health	Head of Music Service	Soulbury	£55,001 - £60,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> ▪ Music in Schools ▪ Music services delivered at the Lyceum Music Centre
64	Reform	Communications, Strategy & Reform	Assistant Director for Communications, Strategy & Reform	Asst. Director	£70,001 - £75,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> ▪ Communications & Marketing ▪ Strategy & Policy ▪ Executive Support
65	Reform	Communications, Strategy & Reform	Head of Communications	SM1	£60,001 - £65,000	Permanent	£80 - Local Elections Payment	Management direction for the following services: <ul style="list-style-type: none"> ▪ Corporate communications, marketing and media management
66	Reform	Programme Management	Head of Programme Management Office	SM1	£60,001 - £65,000	Permanent	£155 - Local Elections Payment	Management direction for the following services: <ul style="list-style-type: none"> ▪ Development of structured project & programme planning process ▪ Technical support and co-ordination for corporate projects and programmes ▪ Technical support for corporate change programmes
67	Reform	Business Intelligence	Head of Business Intelligence	SM1	£60,001 - £65,000	Permanent	£60 - Local Elections Payment	Management direction for the following services: <ul style="list-style-type: none"> ▪ Research and Intelligence relating to the Borough of Oldham ▪ Performance monitoring of services & service improvement ▪ Support for external inspections & assessment

No. on Chart	Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
68	Corporate & Commercial Services	Legal Services	Assistant Borough Solicitor	Asst. Director	£75,001 - £80,000	Permanent	£5,000 Honorarium for Greater Manchester Waste Disposal Authority responsibilities £420 - Local Elections Payment	Management direction for the following services: <ul style="list-style-type: none"> Policy Legal team Community Legal team Environment Legal team Family Legal team
69	Corporate & Commercial Services	Legal Services	Group Lawyer (Corporate)	SM2	£50,001 - £55,000	Permanent	£170 - Local Elections Payment	Management of the following team: <ul style="list-style-type: none"> Corporate Legal team
70	Corporate & Commercial Services	Legal Services	Group Lawyer (Environment)	SM2	£50,001 - £55,000	Permanent	-	Management of the following team: <ul style="list-style-type: none"> Environment Legal team
71	Corporate & Commercial Services	Legal Services	Group Lawyer (Family)	SM2	£50,001 - £55,000	Permanent	£500 - Car Allowance	Management of the following team: <ul style="list-style-type: none"> Family Legal team
72	Corporate & Commercial Services	Legal Services	Group Lawyer (Policy)	SM2	£50,001 - £55,000	Permanent	£220 - Local Elections Payment	Management of the following team: <ul style="list-style-type: none"> Policy Legal team
73	Corporate & Commercial Services	People Services	Head of Shared & Collaborative Services	SM1	£60,001 - £65,000	Permanent	-	Operational Management for the following services: <ul style="list-style-type: none"> People Contract Management People Metrics
74	Corporate & Commercial Services	People Services	Head of Organisational Development	SM1	£60,001 - £65,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> People Change Organisational Development Development Academy delivery team
75	Corporate & Commercial Services	People Services	Head of People Services	SM1	£60,001 - £65,000	Interim	-	Management direction for the following services: <ul style="list-style-type: none"> People Relations Business Partners Pay & Reward
76	Corporate & Commercial Services	Commercial Services	Assistant Commercial Director	Asst. Director	Vacant	Permanent	-	Management support for the following services: <ul style="list-style-type: none"> Advising on and developing the Council's traded ventures to ensure their commercial success Leading robust management of complex high value contracts & relationships Ensuring minimisation of risk, maximisation of value and quality, with legislative compliance for all procurement practice

No. on Chart	Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
77	Corporate & Commercial Services	Commercial Services	Chief Information Officer	SM1	Vacant	Permanent	-	<p>Management support for the following services:</p> <ul style="list-style-type: none"> ▪ Effective monitoring, management & governance of Unity ICT on behalf of the Council ▪ Expertise of advice & guidance relating to use and impact of ICT for the Council ▪ Oversight of ICT support given to Schools
78	Corporate & Commercial Services	Commercial Services	Senior Sourcing Manager	SM2	Vacant	Permanent	-	<p>Management support for the following services:</p> <ul style="list-style-type: none"> ▪ Development of procurement practice compliant with associated legislation ▪ Manage all aspects of the Sourcing Lifecycle ▪ Delivery of the Sourcing Strategy
79	Corporate & Commercial Services	Finance Service	Assistant Director - Directorate Finance	Asst. Director	Vacant	Permanent	-	<p>Management direction for the following services:</p> <ul style="list-style-type: none"> ▪ Enabling the Council and its partners to prioritise the best use of resources to support outcomes ▪ Providing professional financial advice and guidance to support innovation and transformation across the Borough ▪ Supporting the Council in the identification and implementation of innovative solutions to ensure its future financial sustainability
80	Corporate & Commercial Services	Finance Service	Senior Finance Manager	SM1	£60,001 - £65,000	Permanent	£80 - Local Elections Payment	<p>Management support for the following services:</p> <ul style="list-style-type: none"> ▪ Facilitating the effective use of financial resources to meet corporate objectives ▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making ▪ Technical advice and guidance to the Council's Senior Leadership Team and Elected Members
81	Corporate & Commercial Services	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	£80 - Local Elections Payment	<p>Contribute to:</p> <ul style="list-style-type: none"> ▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making ▪ Giving technical advice and guidance to senior managers within the Council ▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council

No. on Chart	Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
82	Corporate & Commercial Services	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	-	<p>Contribute to:</p> <ul style="list-style-type: none"> Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making Giving technical advice and guidance to senior managers within the Council Supporting the development of innovative solutions to safeguard the long-term financial position of the Council
83	Corporate & Commercial Services	Finance Service	Senior Finance Manager	SM1	£60,001 - £65,000	Permanent	£120 - Local Elections Payment	<p>Management support for the following services:</p> <ul style="list-style-type: none"> Facilitating the effective use of financial resources to meet corporate objectives Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making Technical advice and guidance to the Council's Senior Leadership Team and Elected Members
84	Corporate & Commercial Services	Finance Service	Finance Manager - Schools	SM2	£50,001 - £55,000	Permanent	-	<p>Contribute to:</p> <ul style="list-style-type: none"> Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making Giving technical advice and guidance to senior managers within the Council Supporting the development of innovative solutions to safeguard the long-term financial position of the Council
85	Corporate & Commercial Services	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	£80 - Local Elections Payment	<p>Contribute to:</p> <ul style="list-style-type: none"> Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making Giving technical advice and guidance to senior managers within the Council Supporting the development of innovative solutions to safeguard the long-term financial position of the Council

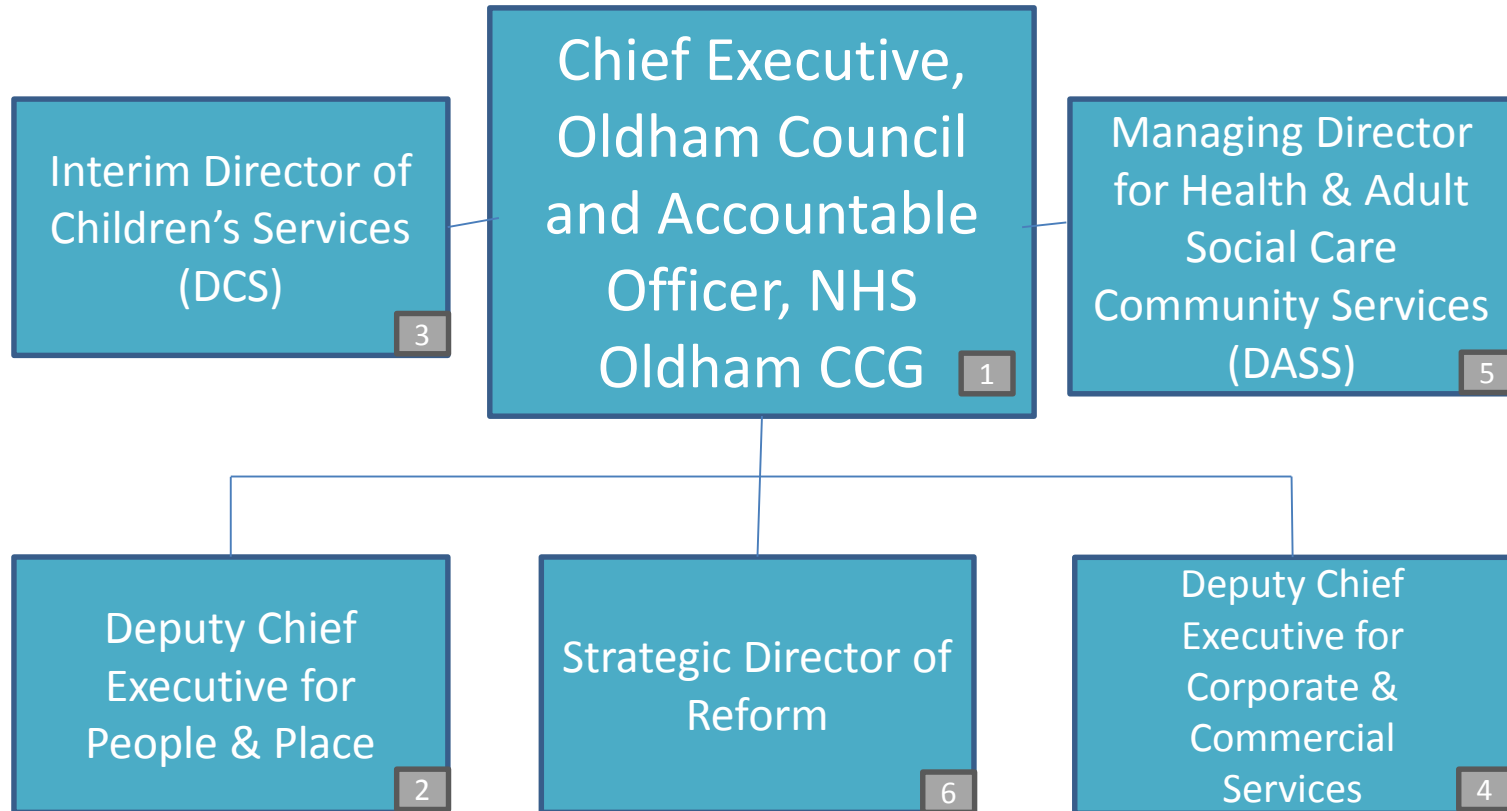
No. on Chart	Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
86	Corporate & Commercial Services	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	£80 - Local Elections Payment	<p>Contribute to:</p> <ul style="list-style-type: none"> ▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making ▪ Giving technical advice and guidance to senior managers within the Council ▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council
87	Corporate & Commercial Services	Finance Service	Assistant Director - Corporate Finance	Asst. Director	£75,001 - £80,000	Permanent	£120 - Local Elections Payment	<p>Management direction for the following services:</p> <ul style="list-style-type: none"> ▪ Development of the Council's Medium Term Financial Strategy ▪ Capital & Treasury team ▪ Corporate Control team ▪ Technical/Systems Finance team
88	Corporate & Commercial Services	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	£80 - Local Elections Payment	<p>Contribute to:</p> <ul style="list-style-type: none"> ▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making ▪ Giving technical advice and guidance to senior managers within the Council ▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council
89	Corporate & Commercial Services	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	£230 - Local Elections Payment	<p>Contribute to:</p> <ul style="list-style-type: none"> ▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making ▪ Giving technical advice and guidance to senior managers within the Council ▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council

No. on Chart	Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
90	Corporate & Commercial Services	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	-	Contribute to: <ul style="list-style-type: none"> ▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making ▪ Giving technical advice and guidance to senior managers within the Council ▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council
91	Corporate & Commercial Services	Finance Service	Head of Revenues & Benefits	SM1	£60,001 - £65,000	Permanent	£80 - Local Elections Payment	Management direction for the following services: <ul style="list-style-type: none"> ▪ Client function for Unity Partnership for Revenue & Benefits ▪ Corporate Complaints ▪ Welfare Rights service
92	Corporate & Commercial Services	Finance Service	Head of Corporate Governance	SM1	£60,001 - £65,000	Permanent	£5,000 Honorarium for Greater Manchester Waste Disposal Authority responsibilities £170 - Local Elections Payment	Management direction for the following services: <ul style="list-style-type: none"> ▪ Audit team ▪ Counter Fraud team ▪ Risk & Insurance ▪ Information Governance ▪ Financial advice and guidance for the Greater Manchester Waste Authority
93	Corporate & Commercial Services	Finance Service	Audit & Counter Fraud Manager	SM1	£60,001 - £65,000	Permanent	£80 - Local Elections Payment	Management for the following services: <ul style="list-style-type: none"> ▪ Audit team ▪ Counter Fraud team

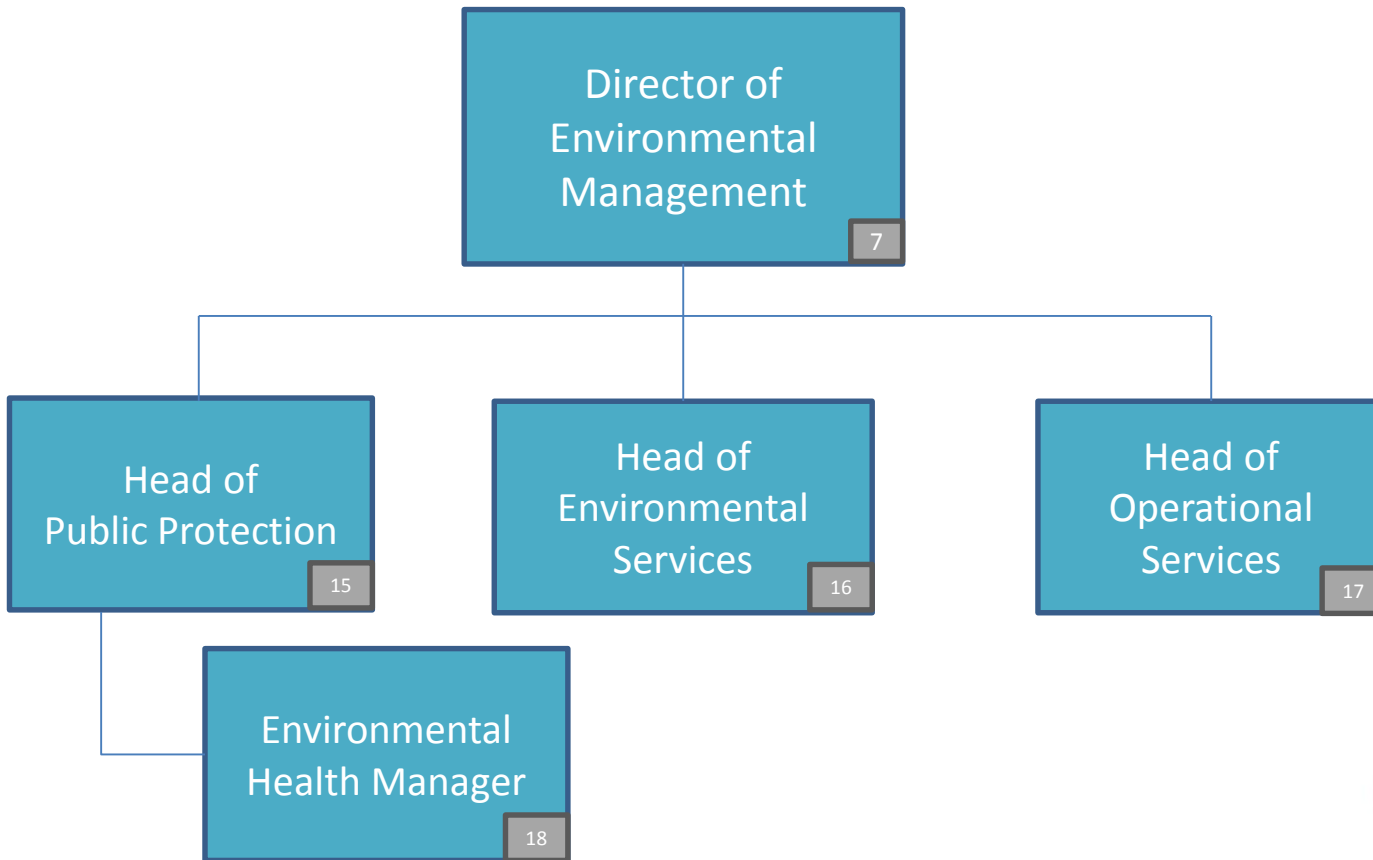
* These posts are on reduced hours and hence have a lower actual salary than the advertised grade.

APPENDIX 5b Chart 1 - Family Tree of Officers Earning Over £50,000

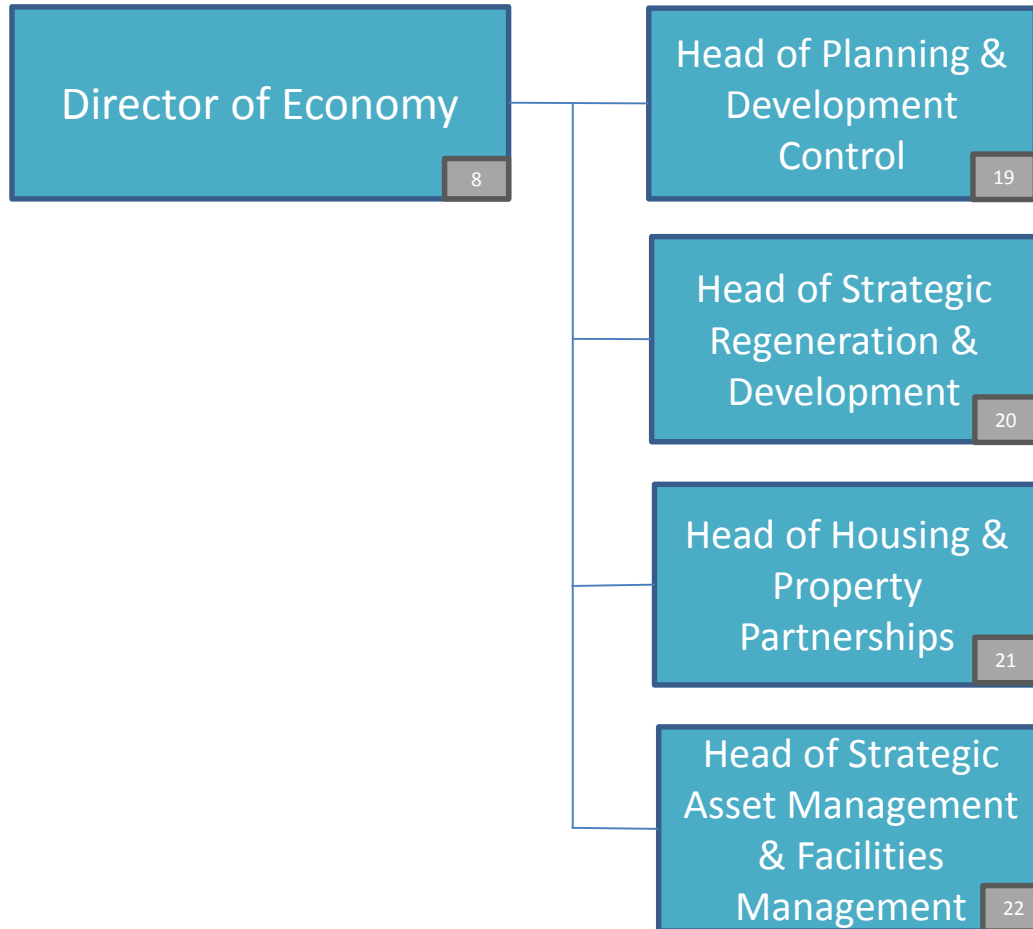
First & Second Tiers



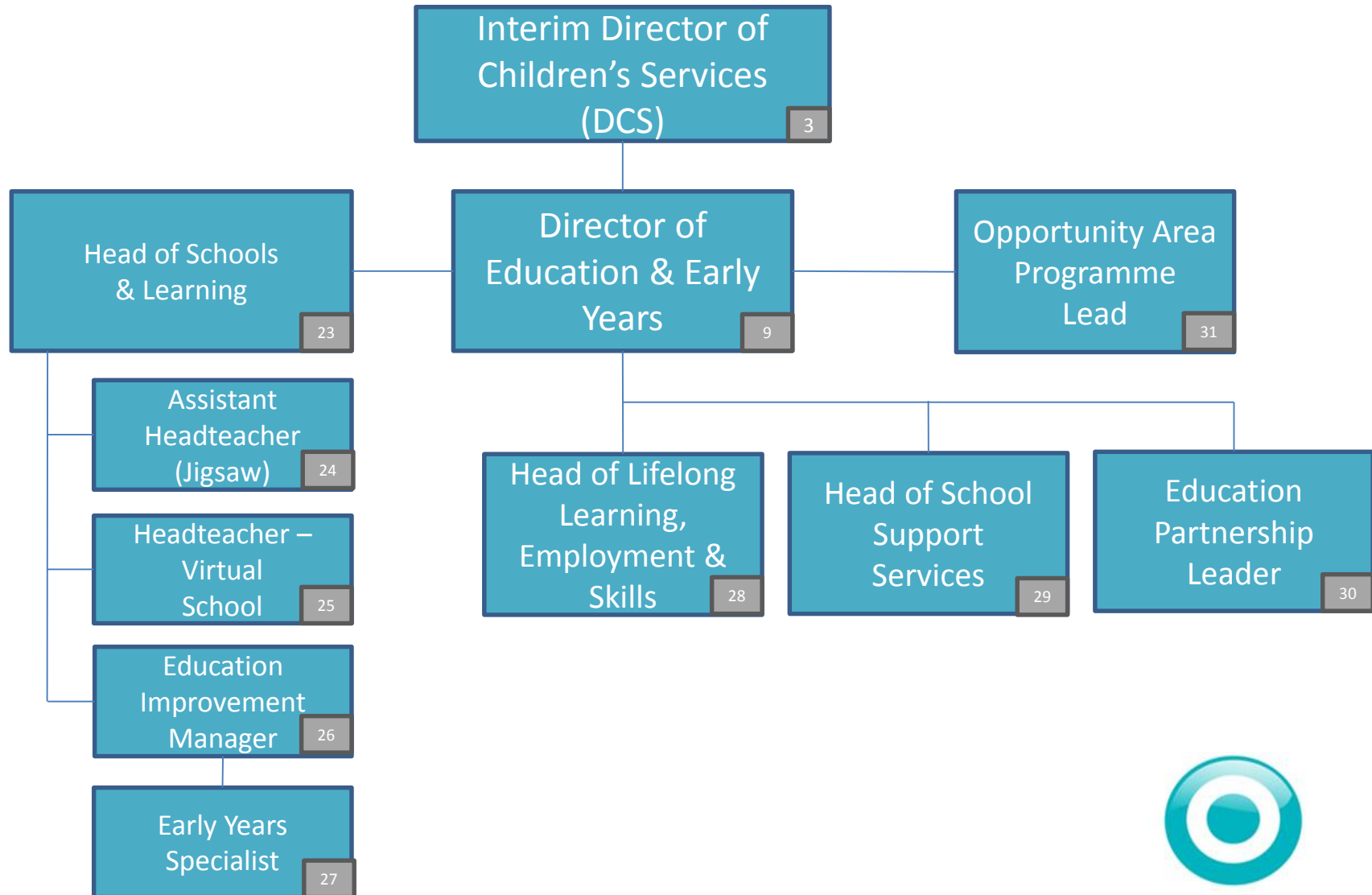
Roles within the People & Place Directorate earning £50,000+ (Page 1 of 2)



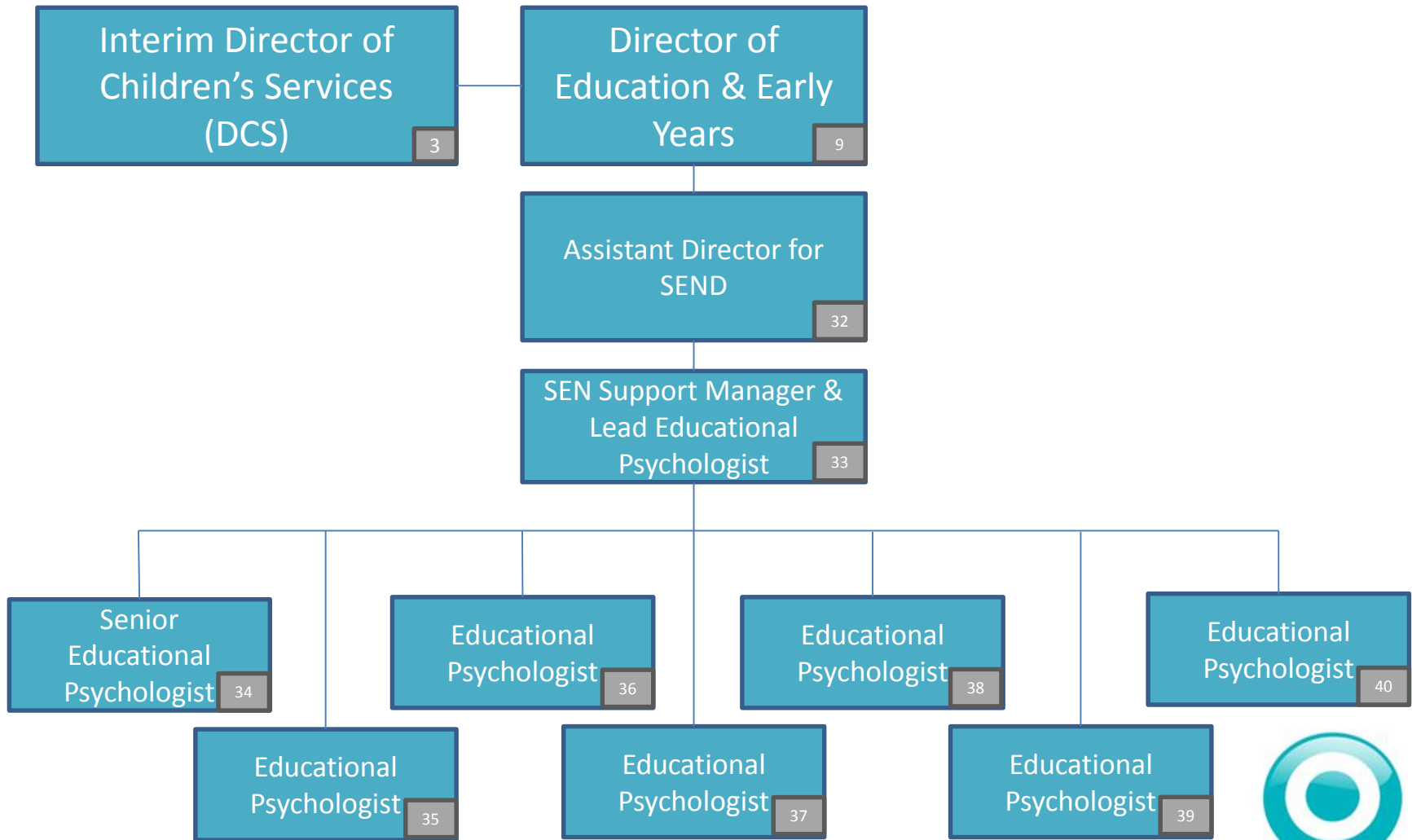
Roles within the People & Place Directorate earning £50,000+ (Page 2 of 2)



Roles within the Children's Services Directorate earning £50,000+ (Page 1 of 3)



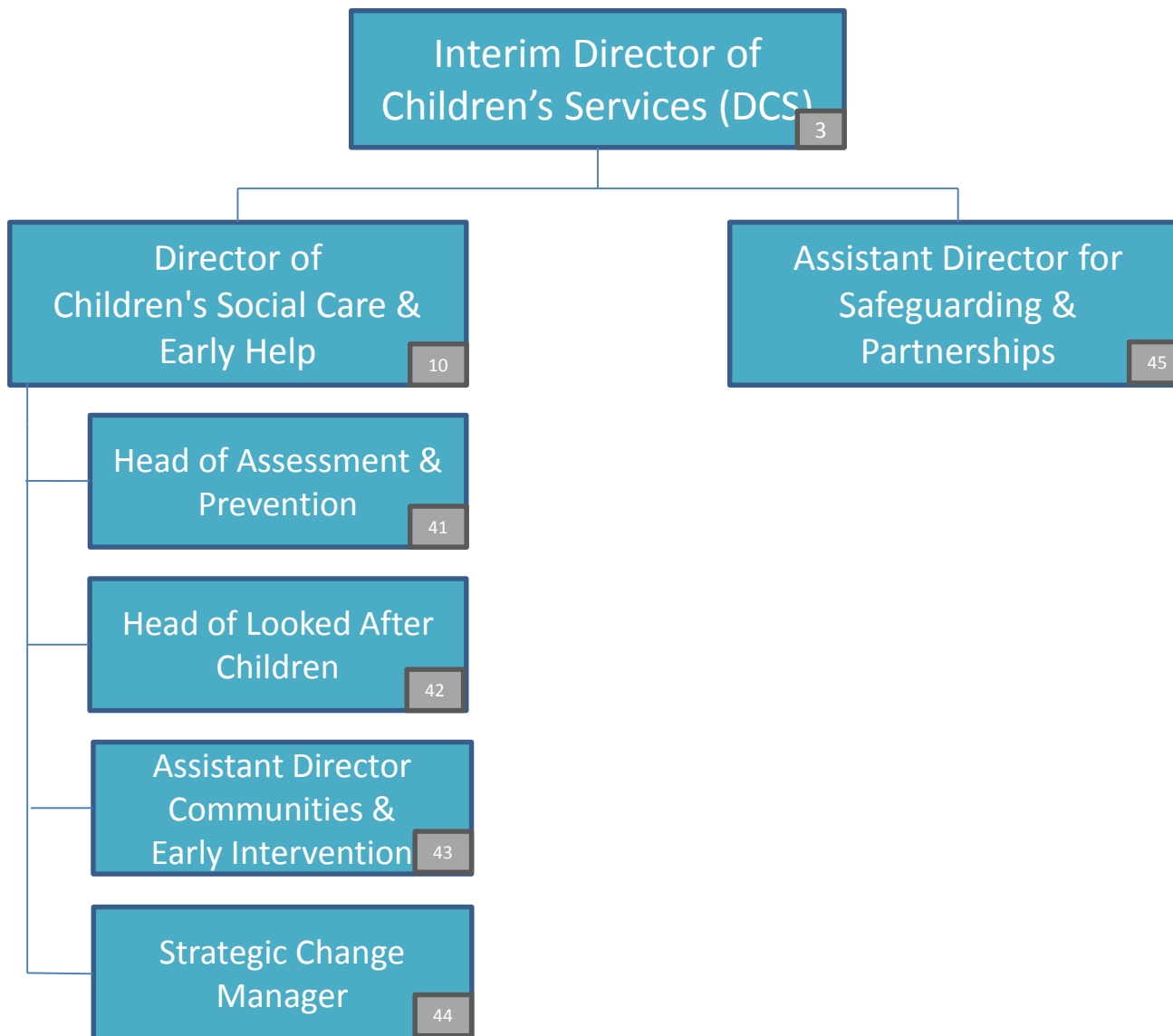
Roles within the Children's Services Division earning £50,000+ (Page 2 of 3)



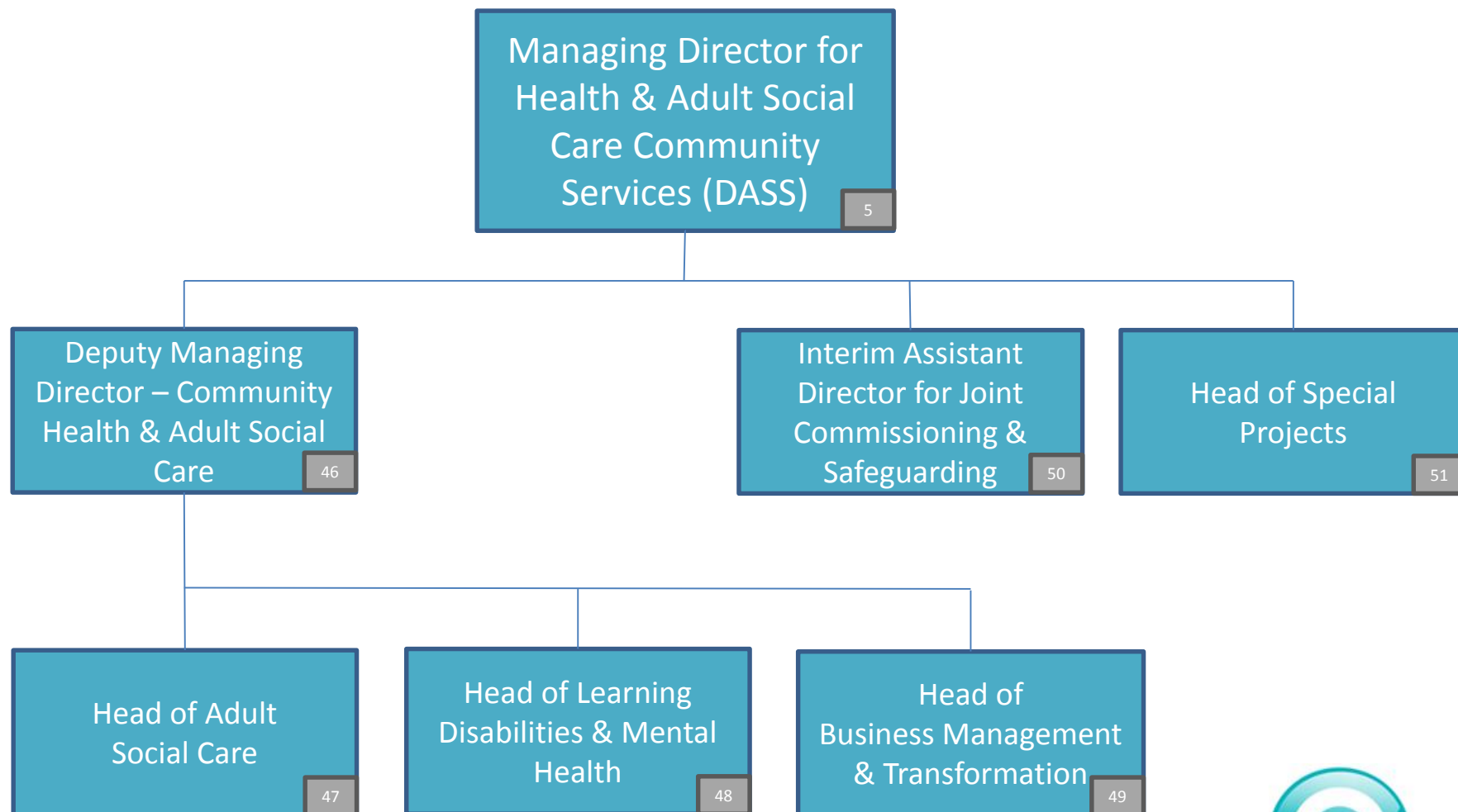
Last update: February 2019



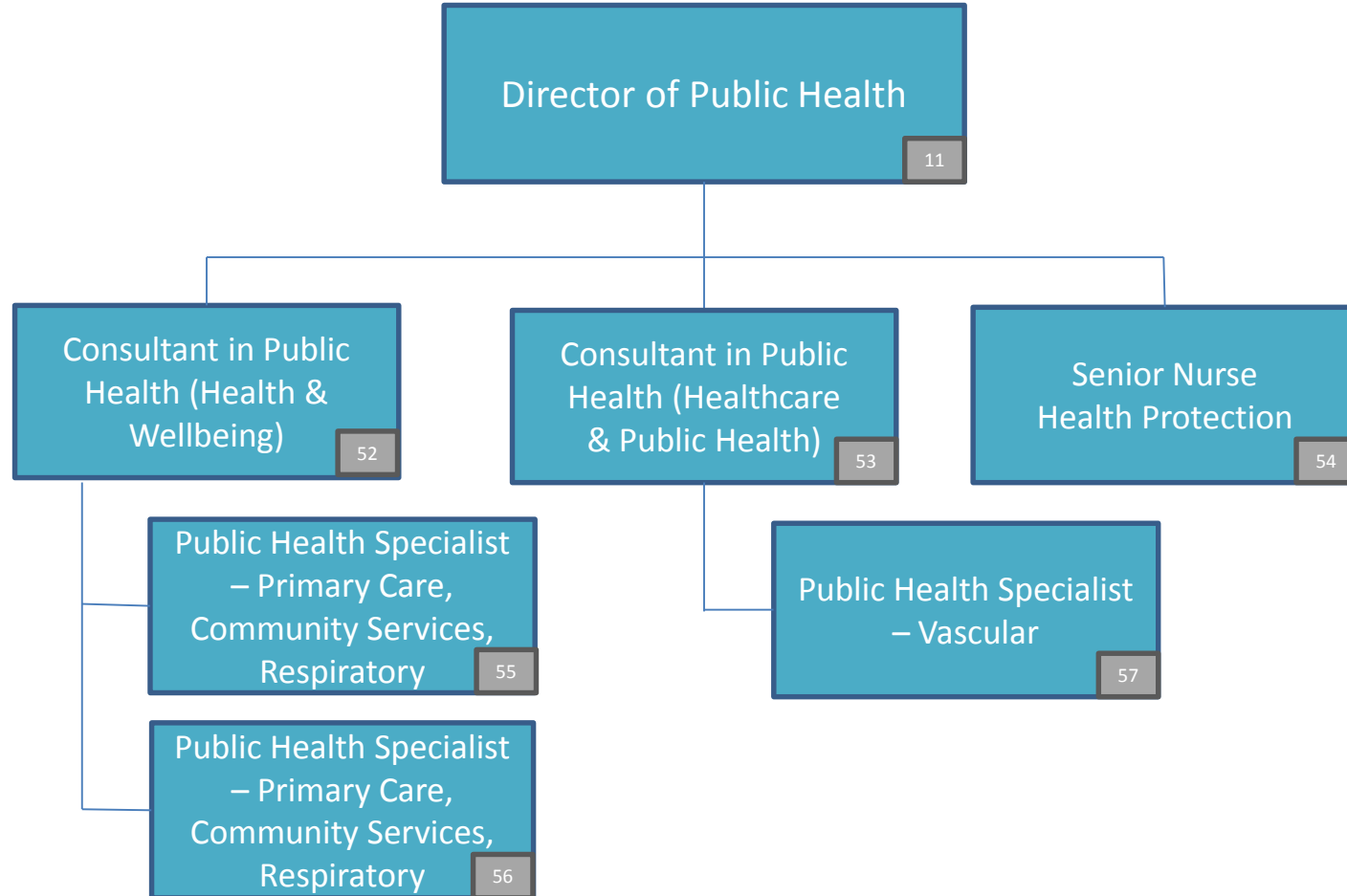
Roles within the Children's Services Division earning £50,000+ (Page 3 of 3)



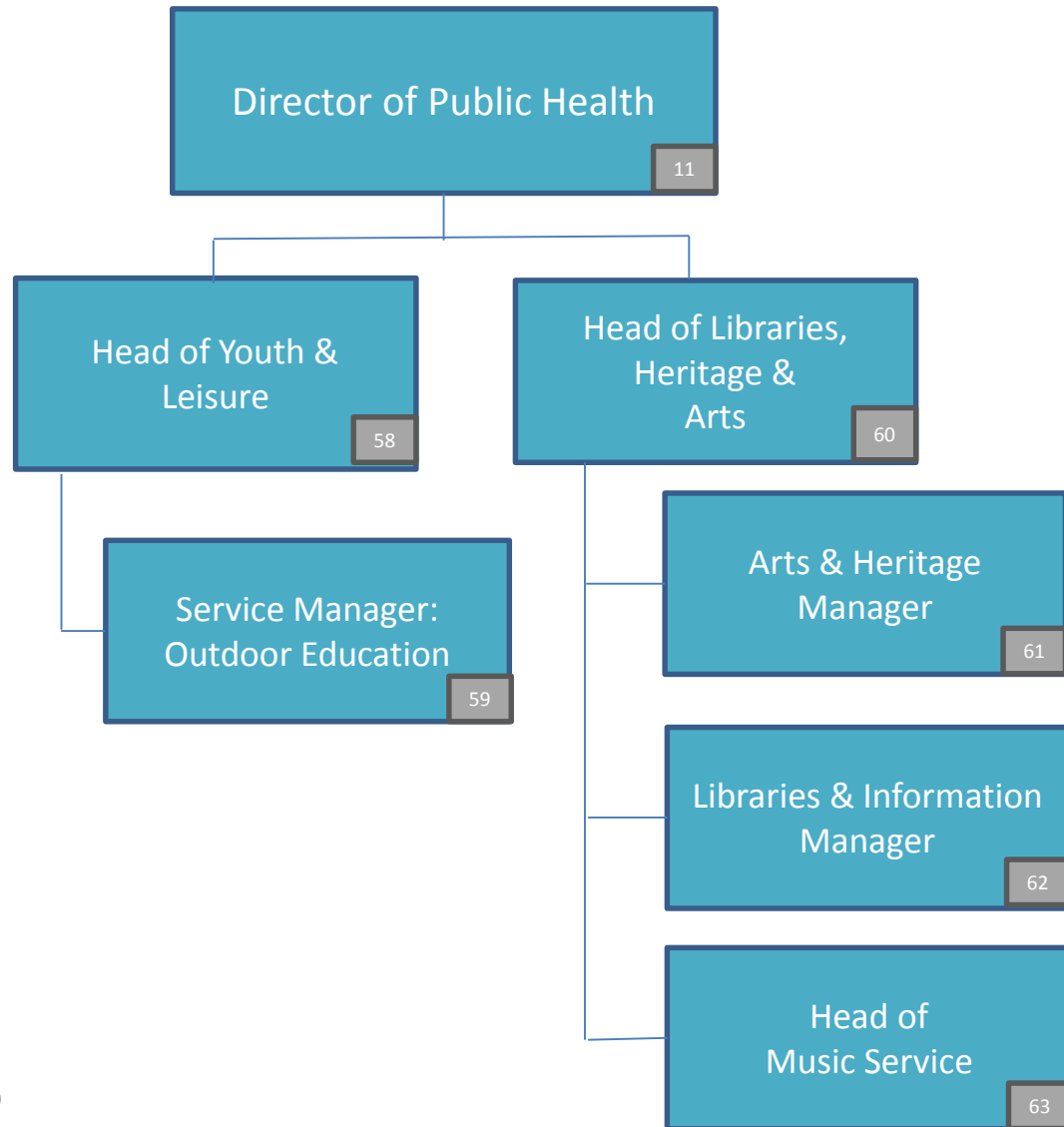
Roles within Health & Adult Social Care Community Services earning £50,000+



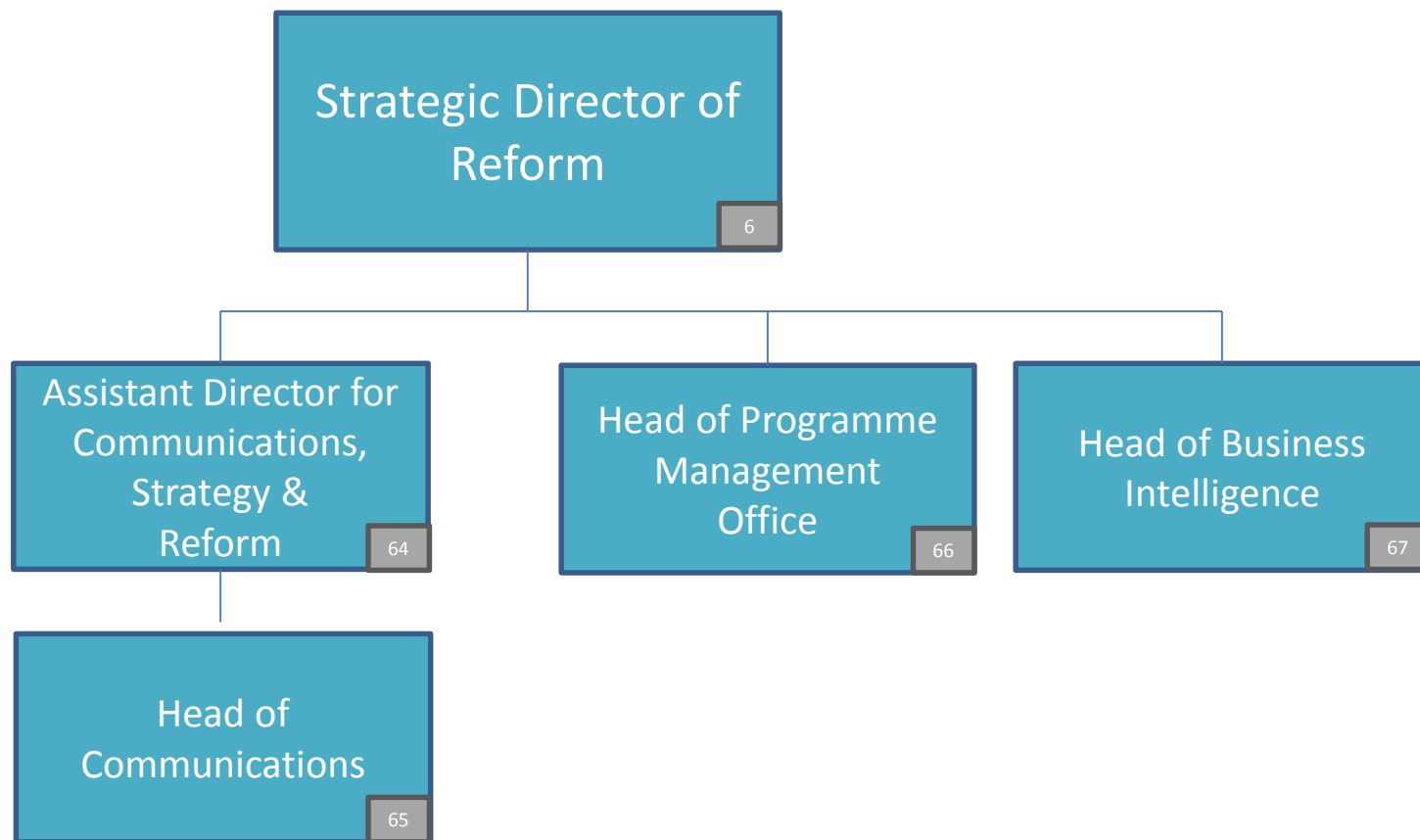
Roles within the Reform Directorate earning £50,000 + (Page 1 of 3)



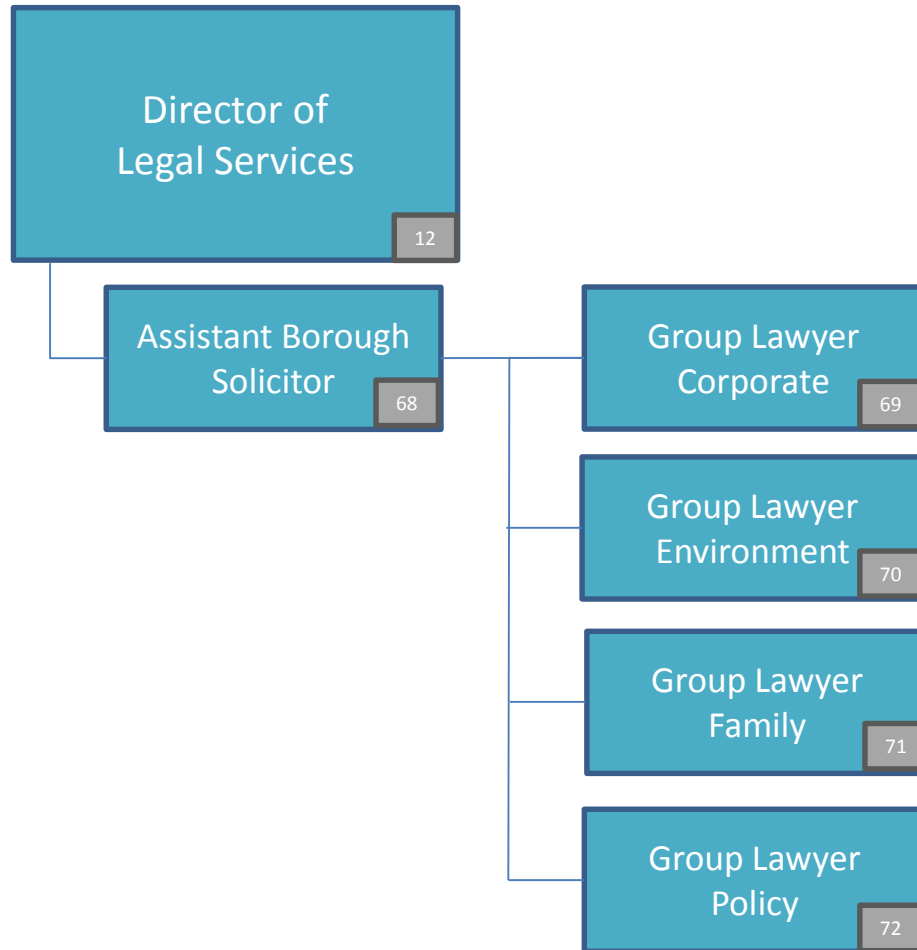
Roles within Reform Directorate earning £50,000 + (Page 2 of 3)

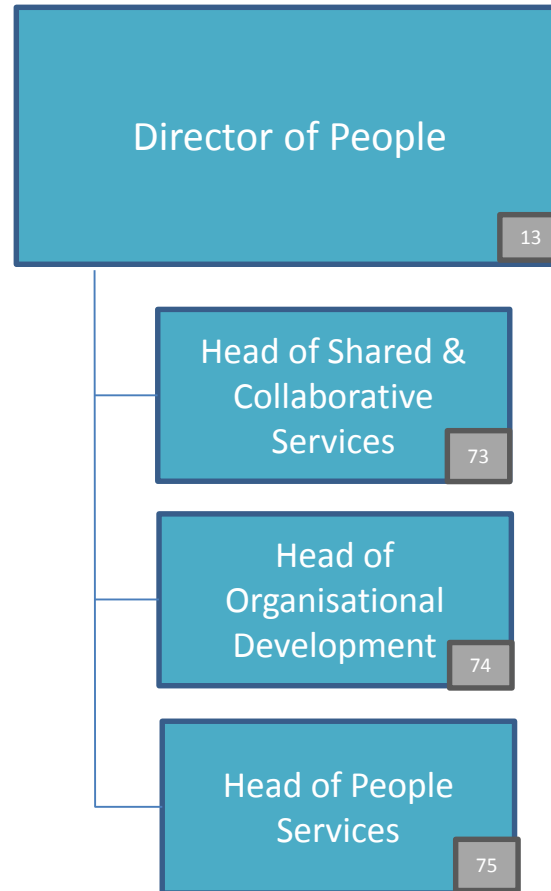


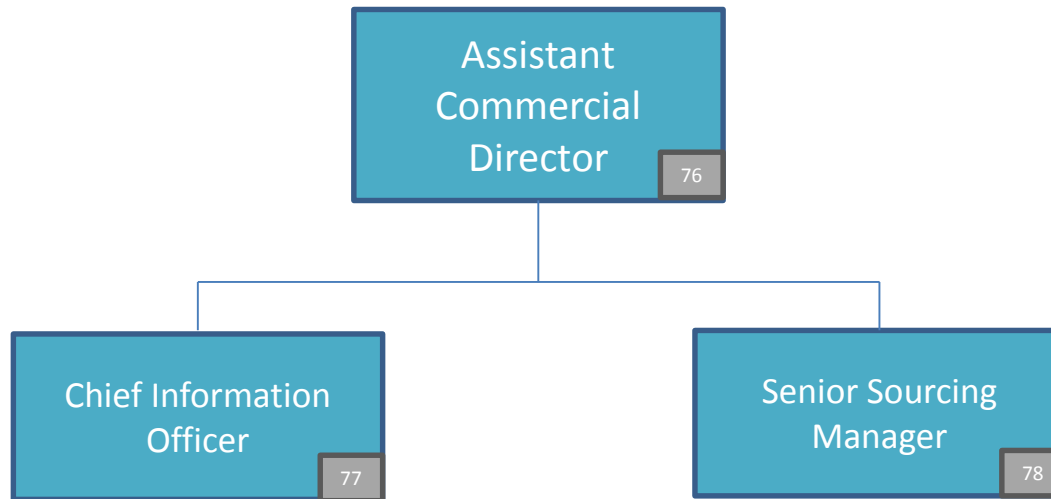
Roles in the Reform Directorate earning £50,000+ (Page 3 of 3)



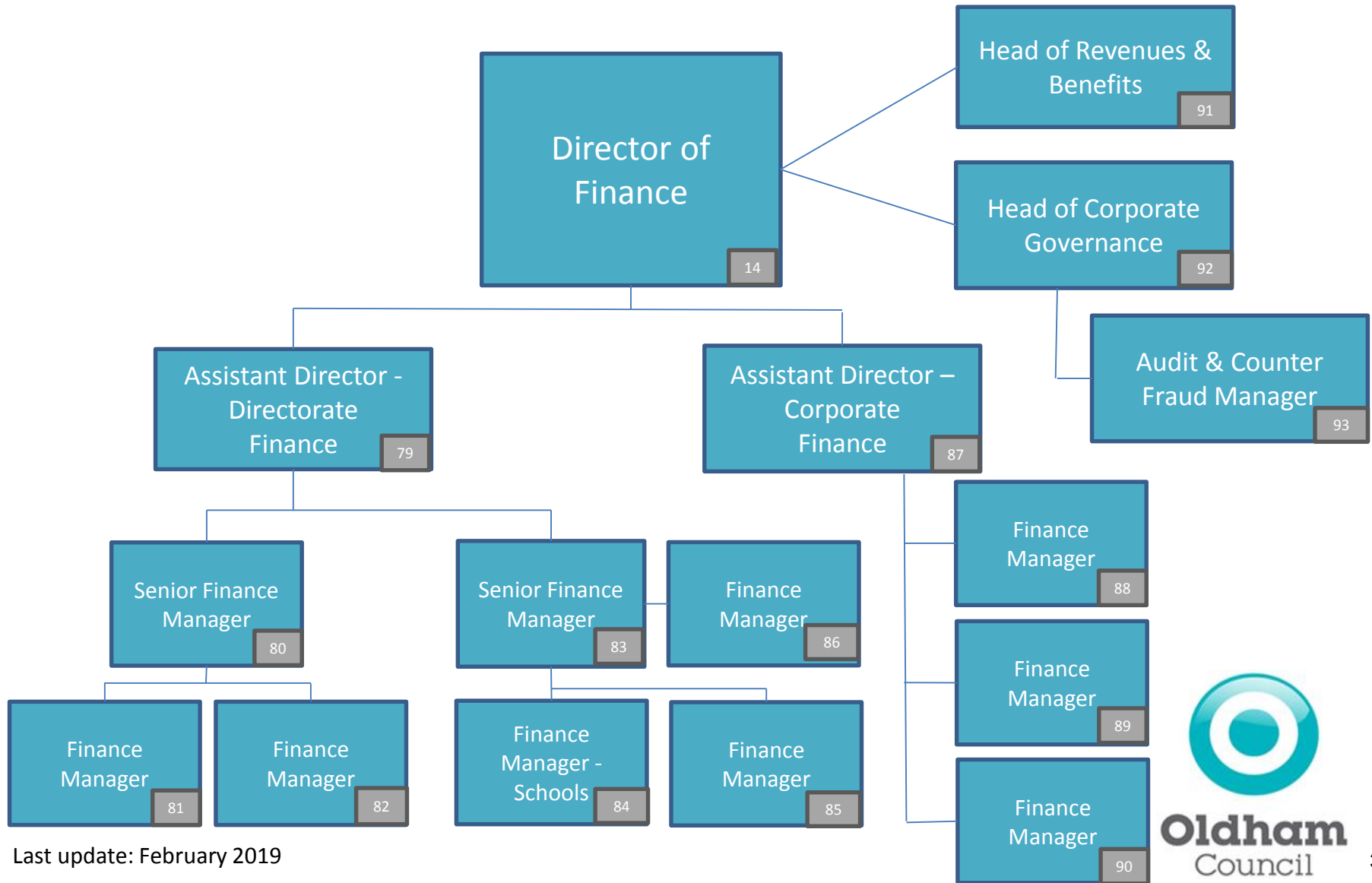
Roles within Corporate & Commercial Directorate earning £50,000+ (Page 1 of 4)







Roles within the Corporate & Commercial Directorate earning £50,000+
(Page 4 of 4)



Last update: February 2019

Pay Policy Statement Table Two: Salaries expressed as a ratio of the Chief Executive as at December 2018



Table Two

SALARIES EXPRESSED AS A RATIO OF THE CHIEF EXECUTIVE

	£	RATIO
CHIEF EXECUTIVE	£176,680	-
MEDIAN SALARY	£23,111	1 : 7.64
MEAN SALARY	£25,918	1 : 6.82
LOWEST SALARY	£16,727	1 : 10.56

Figures are based on full time equivalent salaries and last updated 1 December 2018

Appendix 6 - Final Budget Position 2019/20 to 2020/21

Estimated revenue position 2019/20 to 2020/21	2019/20 £000	2020/21 £000
Prior Year Net Revenue Budget	221,453	215,294
Adjustment to Base Budget - Approved One off Use of Reserves	0	250
Add back one off savings from 2018/19	300	0
Adjustment for new one off funding in 2018/19	(4,532)	0
Removal of 2018/19 Extended Rights to Free Travel Grant	(26)	0
Adjustment for one off funding for Early Help	(689)	(750)
Reduction in New Adult Social Care Funding	(3,902)	(1,586)
Adjustment for one off funding in 2019/20 Winter Pressures Grant	0	(1,122)
Adjustment for one off funding in 2019/20 Social Care Support Grant	0	(1,917)
Adjustment for one off funding in 2019/20 Brexit Preparation Grant	0	(105)
Adjustment for one off funding in 2019/20 - Flexible Homelessness Support Grant	0	(194)
Adjustment for one off funding in 2019/20 - Mayoral Bus Reform Grant	0	(693)
DWP - Reduction in funding for Universal Credit	(155)	0
Flexible Use of Capital Receipts	(3,000)	3,000
Adjustments to the Base Budget	(12,004)	(3,117)
Revised Base Position	209,449	212,177
Additional Expenditure Pressures for 2019/20 and future years		
- Passporting of Adult Social Care Precept (ASCP)	1,771	1,858
- ASCP Taxbase Growth	89	57
- Passporting of Increased Adult Social Care Grants	6,171	0
- Demand pressures Children's Services	4,611	928
- Pay Inflation	1,884	1,347
- Contractual Inflation	878	896
- Pensions	0	1,681
- GMCA Levy - Waste Disposal Element	585	311
- GMCA Levy - Transport Element	251	418
- GMCA Levy - Contributions to GM-Wide Activities	0	0
- Environment Agency Levy	2	2
- Investment Fund	3,653	4,417
- Flexible Homelessness Support	194	0
- Early Help	750	0
- Brexit Preparations	105	0
- Development Fund	0	1,000
- Software Licenses	250	0
- Street Cleaning	240	180
- Coroners Service	180	20
- Home to School Transport	175	0
- Building Control Fees	167	0
- Get Oldham Working	140	0
- Accommodation Costs - Public Health	382	0
- New Burdens and Service Transfers	0	23,782
- Revised Parish Precept	14	0
Expenditure Pressures Total	22,492	36,897
Proposed Budget Reduction Proposals	(7,829)	(4,616)
Total Expenditure	224,112	244,458

Estimated revenue position 2019/20 to 2020/21	2019/20 £000	2020/21 £000
Funded By:		
Government Grant		
- Business Rates Top Up	40,653	55,324
- Grants in Lieu of Business Rates	10,503	8,007
- Revenue Support Grant	0	0
- Public Health Grant	0	15,999
- Improved Better Care Fund Grant - Settlement 2015	8,150	8,150
- Improved Better Care Fund Grant - Spring Budget 2017	1,586	0
- Independent Living Fund (ILF) Grant	2,580	2,500
- 2019/20 Winter Pressures Grant	1,122	0
- 2019/20 Social Care Support Grant	1,917	0
- 2019/20 Brexit Preparation Grant	105	0
- Housing Benefit Administration Grant	759	701
- Council Tax Administration Grant	362	340
- New Homes Bonus Grant	961	358
- Department for Work and Pensions (DWP) - New Burdens Grant	104	0
- DWP - Implementation of Universal Credit Grant	68	0
- Flexible Homelessness Support Grant	194	0
- Homelessness New Burdens Grant	62	0
- Lead Local Flood Authority Grant	12	12
Total Government Grant Funding	69,138	91,391
GMCA Grants		
- Mayoral Grant	693	0
Total GMCA Grants	693	0
Locally Generated Income		
- Retained Business Rates	50,826	40,490
- Council Tax Income	85,399	87,977
- Adult Social Care Precept 2016/17	1,579	1,592
- Adult Social Care Precept 2017/18	1,638	1,652
- Adult Social Care Precept 2018/19	1,703	1,718
- Adult Social Care Precept 2019/20	1,771	1,786
- Adult Social Care Precept 2020/21	0	1,858
- Parish Precepts	278	278
- Collection Fund Surplus	2,269	0
Total Locally Generated Income	145,463	137,351
Revised Budget Funding	215,294	228,742
Budget Gap	8,818	15,716
Approved Use of Reserves 2016/17	(250)	0
GMCA Returned Resources - Business Rates Pilot Surplus	(1,825)	1,825
Business Rates Retention - National Levy Account 2018/19 Surplus	(978)	978
2017/18 Business Rates Pilot Scheme Gain	(500)	500
2018/19 Business Rates Pilot Scheme Gain	(1,218)	1,218
2019/20 Business Rates Pilot Scheme Gain	0	(1,413)
Waste Smoothing Reserve	(157)	157
Proposed Additional Use of Reserves	(3,890)	3,890
Total Use of Reserves	(8,818)	7,155
Net Gap/Budget Reduction Requirement	0	22,871

Appendix 7 - Summary Final MTFS Position 2019/20 to 2023/24

Estimated revenue position 2019/20 to 2023/24	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Prior Year Net Revenue Budget	221,453	215,294	228,742	234,583	241,039
Adjustments to the Base Budget	(12,004)	(3,117)	0	0	0
Revised Base Position	209,449	212,177	228,742	234,583	241,039
Additional Expenditure Pressures for 2019/20 and future years					
Expenditure Pressures Total	22,492	36,897	17,317	13,315	10,974
Proposed Budget Reduction Proposals	(7,829)	(4,616)	(2,000)	0	0
Total Expenditure	224,112	244,458	244,059	247,898	252,013
Total Government Grant Funding	69,138	91,391	91,968	92,645	93,431
Total GMCA Grants	693	0	0	0	0
Total Locally Generated Income	145,463	137,351	142,615	148,394	154,422
Revised Budget Funding	215,294	228,742	234,583	241,039	247,853
Budget Gap	8,818	15,716	9,476	6,859	4,160
Total Use of Reserves	(8,818)	7,155	1,413	0	0
Net Gap/Budget Reduction Requirement	0	22,871	10,889	6,859	4,160

APPENDIX 8

CALCULATION OF COUNCIL TAX TAX BASE 2019/20 (Based on all properties)

Bands	A reduced	A	B	C	D	E	F	G	H	TOTAL
Total number of Dwellings on the Valuation List		50,469	17,141	16,134	6,865	3,272	1,523	881	81	96,366
Total number of Exempt and Disabled Relief Dwellings on the Valuation List	129	(1,164)	(220)	(271)	(91)	(44)	(4)	(17)	(22)	(1,704)
No. of Chargeable Dwellings	129	49,305	16,921	15,863	6,774	3,228	1,519	864	59	94,662
Less: Estimated discounts, exemptions and disabled relief	(8.25)	(5,677.5)	(1,439.75)	(1,138)	(367.25)	(148.75)	(76)	(42.25)	(3)	(8,900.75)
Total equivalent number of dwellings after discounts, exemptions and disabled relief	120.75	43,627.5	15,481.25	14,725	6,406.75	3,079.25	1,443	821.75	56	85,761.25
Factor stipulated in regulations	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
Band D equivalent	67.1	29,085	12,041	13,088.9	6,406.75	3,763.5	2,084.3	1,369.6	112	68,018.2
Net effect of Local Council Tax Support Scheme (LCTSS) and other adjustments										(10,598.8)
Additional Net Dwellings in 2018/19 based on known regeneration within the Borough and reductions in the levels of discounts and exemptions										1,027
TOTAL AFTER LCTSS AND OTHER ADJUSTMENTS										58,446.4
Multiplied by estimated collection rate										97.00
BAND D EQUIVALENTS										56,693

For information: Parish Council Tax Tax Bases –

Saddleworth 8,627

Shaw & Crompton 5,438

Band	Oldham Council (Including Adult Social Care Precept) £	Mayoral Police and Crime Commissioner Precept £	Mayoral General Precept (including Fire Services) £	Saddleworth Parish Precept £	Shaw and Crompton Parish Precept £
A	1,082.90	132.20	51.29	14.50	11.02
B	1,263.39	154.23	59.84	16.92	12.85
C	1,443.87	176.27	68.39	19.34	14.69
D	1,624.36	198.30	76.95	21.76	16.53
E	1,985.32	242.37	94.05	26.59	20.20
F	2,346.29	286.43	111.15	31.43	23.87
G	2,707.26	330.50	128.24	36.26	27.55
H	3,248.72	396.60	153.90	43.52	33.06

Oldham - Inclusive of Mayoral Precepts

Band	2018/19 £	2019/20 £
A	1,202.85	1,266.39
B	1,403.33	1,477.46
C	1,603.80	1,688.53
D	1,804.29	1,899.61
E	2,205.24	2,321.74
F	2,606.20	2,743.87
G	3,007.14	3,166.00
H	3,608.58	3,799.22

Saddleworth Parish Total Council Tax

Band	2018/19 £	2019/20 £
A	1,216.69	1,280.89
B	1,419.47	1,494.38
C	1,622.25	1,707.87
D	1,825.05	1,921.37
E	2,230.61	2,348.33
F	2,636.18	2,775.30
G	3,041.74	3,202.26
H	3,650.10	3,842.74

Shaw and Crompton Parish Total Council Tax

Band	2018/19 £	2019/20 £
A	1,213.65	1,277.41
B	1,415.93	1,490.31
C	1,618.20	1,703.22
D	1,820.50	1,916.14
E	2,225.05	2,341.94
F	2,629.61	2,767.74
G	3,034.15	3,193.55
H	3,641.00	3,832.28

In 2019/20 the Oldham Council element of Council Tax includes a precept to be used for Adult Social Care. The precept per band is highlighted in the table below:

Band	Adult Social Care Precept Element £
A	78.68
B	91.79
C	104.90
D	118.02
E	144.24
F	170.47
G	196.70
H	236.04

Indicative Net Revenue Budget Presentation 2019/20

Appendix 10

Portfolio / Directorate Area	2018/19 Re-aligned Original Net Revenue Budget £000	2019/20 Budget Adjustments £000	2019/20 Budget Reductions £000	2019/20 Total Net Revenue Budget £000
People and Place				
Children's Social Care	31,151	4,598	(175)	35,574
Community Services	3,962	289	(178)	4,073
Economic Development	4,742	(1,976)	(742)	2,024
Education and Early Years	1,866	500	(74)	2,292
Enterprise and Skills	816	648	(39)	1,425
Environmental Services	52,208	2,334	(645)	53,897
	94,745	6,393	(1,853)	99,285
Health & Adult Social Care Community Services				
Adult Social Care Support	175	(160)	0	15
Client Support Services	1,412	276	(40)	1,648
Commissioning	18,427	1,212	(231)	19,408
Director Adult Social Care	(9,167)	3,123	(21)	(6,065)
Learning Disability and Mental Health	20,070	(1,474)	(42)	18,554
Older People and Safeguarding Services	23,431	1,843	(104)	25,170
	54,348	4,820	(438)	58,730
Reform				
Business Intelligence	881	38	(116)	803
Executive Support	544	58	(43)	559
Heritage, Libraries and Arts	5,261	82	(219)	5,124
Leisure and Youth Services Client	2,603	201	(26)	2,778
Marketing and Communications	757	57	(95)	719
Policy	495	(146)	(92)	257
Programme Management Office	182	(164)	(18)	0
Public Health (Client and Delivery)	17,393	78	(70)	17,401
	28,116	204	(679)	27,641
Corporate and Commercial Services				
Commercial Services	5,587	548	(1,592)	4,543
Finance (Including Insurance)	11,400	(105)	(951)	10,344
Legal Services	3,061	236	(116)	3,181
People	2,022	512	(164)	2,370
	22,070	1,191	(2,823)	20,438
Chief Executive				
Chief Executive	3,312	365	(36)	3,641
	3,312	365	(36)	3,641
Parish Precepts				
Parish Precepts and Grants	298	(1)	0	297
	298	(1)	0	297
Capital, Treasury, Corporate and Technical Accounting Budgets				
Capital, Treasury, Corporate and Technical Accounting Budgets	14,032	2,048	(2,000)	14,080
	14,032	2,048	(2,000)	14,080
Net Revenue Expenditure Budget	216,921	15,020	(7,829)	224,112

Revised presentation to reflect current organisational structure and updated financial management reporting arrangements

The Indicative Budget includes the impact of cross cutting budget reductions