

# Budget book

2017-2018



**Oldham**  
Council

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# Introduction to the 2017/18 Budget Book

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by Councillor Abdul Jabbar,  
Deputy Leader and Cabinet Member for Finance and Human Resources



It gives me great pleasure to welcome you to Oldham Council's Budget Book for 2017/18 which sets out details of the planned revenue spending for the financial year as approved at the Budget Council meeting on 1 March 2017.

The Council remains committed to pursuing its Co-operative agenda whilst facing a range of financial challenges. The continuation of reductions in funding from Central Government has shaped and influenced the policy direction of the Council in response to the financial challenges.

The Council's ambition is for a co-operative future where everyone does their bit to create a confident and ambitious borough. The Council is now five years into this long term ambition and, having established the Co-operative Council ethos within the organisation, it is now focused on working towards a Co-operative Borough.

Working with communities at a neighbourhood level, the Council is continuing to enable residents to take greater control over their own lives and over the services and amenities that matter most to them. Power and responsibility is being devolved, and support given to people to do more to help themselves and each

other. By building greater resilience and self-reliance, the Council is enabling individuals and communities to make positive choices to change their lives and their neighbourhoods for the better – whether that means small choices that make a big difference, like putting litter in the bin instead of dropping it on the street, or making a big change, like taking control of local services.

As detailed in the 2016/17 Budget Book, the initial revenue budget reduction target for 2017/18 was £20.235m (after allowing for the 2017/18 impact of 2016/17 approved budget reductions). Following a review of the forecasts and assumptions underpinning the budget reduction target, the figure was revised by £0.080m to £20.315m. The updated target was included within the Council's Efficiency Plan approved by Cabinet on 19 September 2016 and submitted to the Department for Communities and Local Government (DCLG) on 29 September 2016. This Efficiency Plan was produced in response to a Government initiative to secure certainty in relation to Revenue Support Grant funding for 2016/17 to 2019/20. In November 2016, the Government acknowledged receipt of Oldham's Efficiency Plan and confirmed the multi-year finance settlement offer to the Council.

The Council continued to monitor the forecasts and assumptions underpinning the budget reduction target and also took account of funding allocations announced as part of the 2017/18 Local Government Finance Settlement. Further adjustments to the budget estimates plus the receipt of additional one-off funding for Adult Social Care support worth £1.127m reduced the 2017/18 budget reduction target to £14.984m. Proposals of £9.498m were approved in two phases at the Council meeting on 14 December 2016 and the budget Council meeting on 1 March 2017. A sum of £5.486m of Corporate reserves is to be used to underpin the 2017/18 budget to enable the protection of services for as long as possible without exposing the Council to undue financial risk.

Under the Local Government Finance regime in operation since April 2013, Local Government retains half of all Business Rates revenues to help finance local services. From April 2017, Oldham Council alongside the nine other Greater Manchester districts will be participating in a pilot scheme to retain all Business Rates revenues within the city region. The pilot scheme is designed to trial arrangements that are to be rolled out across all Local Authorities by the end of the decade. At the outset, the scheme is designed to be revenue neutral and this has meant the additional Business Rates revenue Councils are retaining will be offset by the cessation of Revenue Support Grant and Public Health Grant (jointly worth around £47.800m to Oldham in 2017/18). Subsequently however, the Council and the wider region may benefit from the retention of a much greater share of future Business Rates revenue growth.

The Council will continue to face significant financial challenges. Participation in the Business Rates Pilot Scheme does not protect the Council from further planned reductions in Government spending that are set to continue until at least 2019/20. As a result, the current estimate is that savings of an additional £20.755m will be required in 2018/19 (after allowing for the 2018/19 impact of 2017/18 approved budget reductions and the approved use of reserves).

As in previous years the Council is changing the way that it does business in order to rise to the financial challenge. The Co-operative agenda is creating the operational framework to facilitate change so that we are working smarter to deliver services differently and working with partners, in both the public and private sector. The devolution agenda, especially with regard to Health and Social Care is having an increasing influence on how services are delivered. Oldham Council and the Oldham Clinical Commissioning Group (CCG) have jointly developed a Locality plan for Health and Social Care Transformation covering the period 2016/17 to 2020/21. This joint working approach will lead to the provision of more efficient and cost effective services.

Growth in income generation remains a priority area for the Council. We will continue to maximise current sources of income and will actively identify new income streams and opportunities to maximise the resources available to fund vital services. A key area for this is growing the base from which we can generate additional Council Tax and Business Rates income by encouraging house building and welcoming new businesses to the area as part of the Council's regeneration programme. We are also considering investing in a Portfolio of commercial property which, as well as providing a source of income, will also complement the regeneration ambitions of the Council.

Support for the regeneration of the borough remains a key Council priority. Our flagship project was to transform the Grade-II listed Old Town Hall building into a family entertainment venue based around a cinema with 800 seats which will bring in an estimated extra 214,000 visits to the town centre annually. This fantastic facility opened in October 2016 alongside a series of events including a spectacular gala evening. The Council also:

- Continued to push forward the flagship "Get Oldham Working" campaign which has seen local employers provide a total of 5,243 jobs, apprenticeship and trainee opportunities to local people since its launch in March 2013;
- Supported the creation of an Independent Quarter in the town centre, approving 100 grant applications to assist businesses and attracted 24 new businesses to locate there resulting in an additional 150 jobs;
- Opened new sports centres, in Royton and Oldham both of which are successful. They are not only enjoyed by users of the facilities but also make a positive contribution to the Public Health agenda and the personal wellbeing of the residents of the borough.

The Capital Strategy and Capital Programme report that was also approved by Council on 1 March 2017 included approved capital investment of £167.971m over the four year period (2017/18 to 2020/21) covered by the strategy. This capital investment includes:

- The Princes Gate development comprising retail opportunities and housing within the Town Centre;
- The Heritage Centre and the new Coliseum Theatre which have received significant external grant support enabling both schemes to progress;
- Further improvements to the area's Highways infrastructure; and
- The refurbishment and extension of existing schools as well as the building of new schools.

In conclusion, I would like to take this opportunity to thank all of our finance staff for the good work that has been done to balance the budget for 2017/18. The careful management of our finances enables us to make fully informed decisions about the appropriate use of Council resources and the delivery of the good services that residents need.



# Explanatory Foreword

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## Message from the Director of Finance – Anne Ryans

Welcome to the 2017/18 Oldham Council Budget Book. The book provides the detail to support the Council's revenue budget that was approved at the Council meeting on 1 March 2017. It also provides a summary of the capital programme that was approved at the same meeting.

The first section of the Budget Book sets out a general budget overview followed by 'The Council's Budget at a Glance.' This provides a summary of key information and sets out:

- the Council's net revenue budget and the funding that supports it;
- comparisons of Council Tax levels from 2015/16 to 2017/18;
- information about the Council Tax Taxbase;
- an analysis of net revenue spending and hence the services that the budget supports;
- the budget strategy for future years 2018/19 to 2020/21;
- the Capital programme (spending areas and funding); and
- the Housing Revenue Account.



The second section of the book presents summary revenue budget detail for the 2017/18 approved budget, reflective of the management arrangements in the Council. It is therefore shown by the Council as a whole, by the area of responsibility of Executive Directors and by Directors and the services within their area.

When the budget was approved the Portfolio areas presented were as follows:

- Economy, Skills and Neighbourhoods
- Health and Wellbeing
- Corporate and Commercial Services; and
- Chief Executive

In addition there are other budget divisions which encompass:

- Budgeted resources which have yet to be allocated to specific service areas
- Parish Precepts
- Capital, Treasury and corporate budgets including other technical revenue accounting treatments.

Also included is a capital budget summary and a Housing Revenue Account budget summary.

The Council's budget setting process continues to be challenging. In addition to broader national issues, there are also key local priorities as well as demographic issues that need to be addressed as set out in the following sections.

## Current Position Nationally

The work undertaken by the previous Coalition Government and more recently by the Conservative Government has resulted in 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.

Since the Government first announced the opportunity to secure guaranteed minimum grant funding over the four year spending review period there have been unprecedented political and economic developments stemming from the referendum vote to leave the European Union (EU). The result ushered in a period of volatility in global financial markets and economic uncertainty. Politically, the appointment of a new Prime Minister and a major reshuffle of Ministerial positions that include a new Chancellor of the Exchequer and a new Secretary of State for Communities and Local Government has signalled the approach to addressing the full economic, political and social implications of leaving the EU. This position in relation to "Brexit" continues to change on almost a daily basis.

The latest prospects for the UK economy and public finances were set out in the Chancellors Spring Budget of 8 March 2017. The Chancellor advised that forecasts from The Office for Budget Responsibility (OBR) show that the medium term outlook for the UK economy had changed little since the Autumn Statement of 23 November 2016 where the OBR advised that the EU referendum result had added economic uncertainty and as a result economic growth forecasts for 2017 and 2018 had been downgraded. However, the Government intends to continue with its plans to reduce the national deficit by the end of the Parliament.

A key strand of the Government's strategy to reduce the national deficit has been to reduce public sector expenditure (particularly in the financing of Local Government). The impact of this was felt within weeks of the previous Coalition Government assuming power in May 2010 with significant in year grant reductions in 2010/11 and reduced funding via the Local Government Finance settlement thereafter. The General Election held in May 2015 returned a majority Conservative Government who continued with this approach.

The 2016 Budget stated that the Government intended to identify £3.5bn of efficiency savings in 2019/20. Whilst this intention remains, a progress report is not expected until autumn 2017 and the likelihood is that Local Government will bear a share in the reduction of funding.

## Efficiency Plan and Four Year Offer

On 29 September 2016 Oldham Council submitted to Central Government a four year Efficiency Plan. A thorough review of all the Council's financial projections was undertaken to inform the preparation and submission of the Efficiency Plan which was necessary to access a guaranteed four year finance settlement for Revenue Support Grant (RSG) covering the period 2016/17 to 2019/20.

The Government acknowledged the receipt of Oldham's Efficiency Plan and on 16 November 2016 confirmed the multi-year finance settlement offer to the Council. This in turn was confirmed in both the Provisional and Final Local Government Finance Settlements. The Government have also revealed that 97% of Councils, 344 out of 353, have signed up to the multi-year finance settlement and welcomed the take up of the offer.

## A Co-operative Borough

Oldham is committed to developing a co-operative future; one where citizens, partners and staff work together to improve and create a confident and ambitious borough. The Corporate Plan outlines the next steps to build on our achievements to date and open up more opportunities. Key initiatives to take forward the ambitions of the co-operative borough include:

- Refocusing of the co-operative approach for the next period, based on the administration's refreshed priorities;
- Development of transformational and innovative service delivery models in partnership with residents and organisations across the borough;
- Development of investable propositions to tackle shared priorities, deliver differently and move towards joint commissioning; and
- Continuing to support the identification, scoping, development and delivery of co-operative change initiatives to address need/reduce demand.

This means that the Council is committed to developing a different relationship with citizens, partners and staff. This also means being a Council that listens, responds and engages as locally as possible and has strong civic and community leadership.

Working with communities at a neighbourhood level, the Council is continuing to enable residents to take greater control over their own lives and over the services and amenities that matter most to them. Power and responsibility is being devolved, and support given to people to do more to help themselves and each other. By building greater resilience and self-reliance, the Council is enabling individuals and communities to make positive choices to change their lives and their neighbourhoods for the better.

The three corporate objectives set out below focus the activity of the Council in delivering its ambition:

- A productive place where business and enterprise thrive
- Confident communities where everyone does their bit
- A Co-operative Council delivering good services to support a co-operative borough

These objectives reflect the on-going commitment to ensure 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.

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 even though these are challenging times.

The Council has also invested in its workforce by committing to pay Council employees in line with the higher National Living Wage as championed by the Living Wage Foundation.

## Changes in Policy

As a result of the changes made nationally, the Council has responded as a Co-operative Council putting residents at the centre of decisions and proposals. Key changes in the policy landscape are outlined below and include:

### Business Rates 2017/18

A series of major reforms relating to Business Rates have been announced. Set out below are some of the more significant policy announcements:

- Local Government finance will be reformed in order to pave the way for 100% local retention of business rates by the end of the decade. The reforms will abolish the uniform business rate and provide Councils with the power to cut business rates to boost growth. Some areas including Greater Manchester will pilot these new arrangements from 1 April 2017.
- Elected city-wide mayors will have the power to levy a business rates premium for local infrastructure projects provided this has the support of local businesses.
- Small Business Rates Relief (SBRR) will be permanently doubled from 1 April 2017 and there will also be an increase in SBRR thresholds to benefit more businesses. Around 600,000 businesses nationally (1/3rd of all properties) will pay no business rates at all.
- The threshold between the small and standard Business Rates multiplier will be increased to take 250,000 smaller properties out of the higher rate. Furthermore, from 2020 the annual indexation of Business Rates will be switched from RPI to CPI saving the business community £370m in 2020/21.
- The introduction of a new three-stage approach to business rates appeals (Check, Challenge, Appeal). This will apply to appeals against Rating Lists compiled on or after 1 April 2017.

The Government has confirmed that 100% Rates Retention will be implemented on a fiscally neutral basis. Since 2013/14, Business Rates revenues have been shared 50:50 between Central Government and Local Government. Under the proposed regime, 'fiscally neutral' means the additional Business Rates that Councils retain will replace Revenue Support Grant and other specific grants such as the Public Health Grant (subject to DCLG discussions with other Government Departments). To help 'absorb' additional Business Rates revenues, Councils may also be provided with additional service responsibilities.

Subsequent to setting the Council's 2017/18 budget the, Chancellor, as part of the Spring Budget on 8 March 2017 announced further support for the 2017 Business Rates Revaluation process, by announcing three new measures.

- No business losing small business rates relief will see their bill increase by more than £50 per month in 2017/18 and subsequent increases will be capped at either £50 per month or at the transitional relief cap (whichever is higher).
- All public houses with a rateable value of less than £100,000 will receive a £1,000 discount on their business rates bills for 2017/18.

Local Authorities will receive a share of £300m in new funding to deliver discretionary relief to local business that have been hit particularly hard by the 2017 revaluation. On March 9, Councils were advised of their share of this fund and Oldham was allocated (based on a formula) funding of £0.301m for 2017/18, £0.140m for 2018/19, £0.060m for 2019/20 and £0.009m for 2020/21. Central Government confirmed that Local Government will be fully compensated for any loss of income in relation to the new measures identified above.

### Greater Manchester 100% Business Rates Pilot Scheme

GM will pilot 100% rates retention arrangements from 1 April 2017 and the purpose of the pilot is to develop and trial approaches to manage risk and reward in a Local Government finance system that includes the full devolution of Business Rates revenues. It is hoped the new system will provide a stable funding stream whilst incentivising economic growth. At present, only half of business rates revenues are devolved to the Local Government sector. These reforms mean business rates revenues will replace Government grant funding and Councils may eventually be required to take on additional service responsibilities.

The pilot scheme for full business rates retention may create further impetus for working jointly across the Combined Authority area. The pilot scheme provides 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.

It is not yet possible to determine whether the pilot scheme will be of benefit to Oldham Council. Much of this will hinge on the share of Business Rates growth (to the extent there is any) that will accrue to either GM districts or the Combined Authority. Outside of the pilot scheme, work is being undertaken at a national level around needs and resources in an attempt to provide a more sustainable and stable platform for Local Government finance in the longer term. Oldham Council's finance service continues to participate in discussions at Greater Manchester level with regard to the pilot and provide input and support to the DCLG/LGA working groups via the Special Interest

Group of Municipal Authorities (SIGOMA) and other established networks including those operating at GM level.

The ten GM Districts were advised of a requirement to formally approve their membership of the 100% Rates Retention Pilot Scheme by no later than 12 January 2017. Cabinet on 5 December 2016 agreed to delegate the decision on whether Oldham Council should be part of the 100% pilot scheme arrangement to the Cabinet Member for Finance and HR, in consultation with the Executive Director Corporate and Commercial Services and the Director of Finance. A decision to participate in the Pilot Scheme was made under delegated authority on 12 January 2017.

## National Living Wage

The Government's National Living Wage is enshrined in legislation meaning all workers aged 25 and over are legally entitled to earn at least £7.20 per hour rising to £7.50 from April 2017 as announced in the 2016 Autumn Statement. The Government's ambition is for this National Living Wage to increase to around £9 per hour by 2020. The Council draws its pay line using the higher National Living Wage as championed by the Living Wage Foundation, 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.

The Government has allowed Councils to have some flexibility in dealing with this issue with regard to Adult Social Care by enabling the raising of a Social Care precept (an increase in Council Tax to be used specifically to finance the cost of social care). The Council approved a 2% Adult Social Care Precept for 2017/18 but this still left the Council with an in year deficit of £0.859m between resources available (£1.586m) and resources required (£2.445m). This is an on-going financial pressure, which when combined with the increased demand for and complexity of care will continue to present a significant financial challenge to the Council.

## Devolution

The Greater Manchester Devolution Agreement was signed with the Government in November 2014. It brings 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 which have until now been taken at a national or regional level.

Taking this forward the Cities and Local Government Devolution Act 2016 provides the legislative context which will allow the Greater Manchester Combined Authority (GMCA) to assume responsibilities currently 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.

Set out below 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

February 2015 saw a Memorandum of Understanding (MoU) signed between the 10 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 and Social Care Budget and is working to deliver its own sustainable Health and Social Care system by 2021.

The areas of the Health and 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.

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.



Oldham Council and the Oldham Clinical Commissioning Group (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 reducing 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;
- 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 our 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.

The Council continues to work with the Oldham CCG to consider how the Council's Adult Social Care and CCG budgets can be deployed more effectively by joining up the delivery of services and working around a pooled budget arrangement. This will build upon the existing pooling arrangements for the Better Care Fund. There is still much work to be done to take this forward, but good progress is being made. The recent submission to the Greater Manchester Health and Social Care Partnership of a bid for transformation funds to support joint working initiatives across the health and social care sector is aimed at facilitating the first phase of new collaborative working arrangements. This will link the work of the Council with the CCG, Pennine Acute Hospitals NHS Trust and Pennine Care NHS Foundation Trust across the footprint of the borough. The outcome of this bid is likely to be announced in early 2017.

Clearly aligned to health and social care devolution, the Better Care Fund (BCF) was established in 2013 and provides an opportunity to transform local services to provide better integrated care and support. CCGs and Local Authorities must jointly agree how the funds are spent, so it is essential to ensure the fund is developed in the interests of both parties. As advised above, this has been working effectively for some time. An additional £1.5bn of BCF funding is available nationally to Local Authorities from April 2017 to support the integration of health and social care.

Subsequent to setting the Council's 2017/18 budget the Chancellor, as part of the Spring Budget, has announced an additional £2bn of funding allocated to Social Care in England over the next 3 years with £1bn available in 2017/18. The Government has confirmed allocations for Oldham Council of £5.095m for 2017/18, £3.201m for 2018/19 and £1.586m for 2019/20. The Council is now considering how best to deploy these resources to support the provision of Adult Social Care services.

## Greater Manchester Spatial Framework

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 2035, along with identifying the new 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. The Council undertook a detailed consultation exercise with Oldham residents on the GMSF which closed on 16 January 2017.

## Public Service Reform

Greater Manchester has been a significant national driver behind work on Public Service Reform. This has involved looking both at new delivery models, and at new funding and evaluation models. This has notably contributed to significant developments in relations between GM and national Government, such as the GM Devolution agreement.

Within this Greater Manchester context, Oldham's approach to Public Service Reform (PSR) is focused on developing a model of services that are centred around a "place" and applying the co-operative values and principles to improve residents' self-reliance and resilience and reduce their need for public services.

To date, much of this has focused on work with troubled families and households with complex dependencies. Following a number of pilots (including the Family Focus Teams and Project Solution, a joint project with Greater Manchester Police to reduce demand on the police), the Council has used the learning to develop an Early Help Offer, designed to intervene at the earliest possible point across a range of complex dependencies; understand the root cause of problems; and provide support to individuals and families to give them the skills to address these problems.

In parallel with implementing the Early Help Offer, the Council is also now implementing pilot programmes at a place-based level to further embed the ambition of a place-based approach to reform. Ultimately, the ambition is to build resilient communities across Oldham, and this is also embedded into Oldham's Locality Plan as part of the GM Devolution work.

## Co-operative Communities

Co-operative Communities embodies Oldham's co-operative model of change built on two interdependent approaches: public service reform and stronger social capital in communities. It creates the conditions for change by testing in early adopter areas.

The programmes aims are to:

- Create a more empowered and independent population, thereby reducing demand on expensive and institutionalised health and social care services.
- Increase capacity of the Council, NHS, housing and voluntary sectors to engage with communities to achieve social cohesion and empowerment.
- Foster a new relationship between the population and public services and, linked with direct activity to change health behaviours, improve health outcomes and reduce dependency.
- Link this approach to increasing educational attainment and people's readiness for work by promoting self-efficacy and aspiration.

## Key Budget Preparation Principles

During 2016/17 and in preparation for the 2017/18 budget process, revenue budgets were continuously updated to reflect organisational changes which included restructures, service developments and transformational work which aligns with the Councils co-operative objectives detailed in the section above. Work continues to ensure that the revenue budget continually aligns with the Capital and Housing Revenue Account (HRA) budget processes. Some key principles were established for preparing these budgets and these are noted below:

1. The starting point for the revenue budget setting would be the 2016/17 original budget adjusted to reflect base budget adjustments (virements) approved throughout the year as part of the Councils financial monitoring process.
2. The Council Tax policy adopted by the Council was an overall increase of 3.99% (2% Adult Social Care precept and a 1.99% general increase).
3. Unless specifically agreed as corporate issues, Portfolios would have to finance revenue growth from within their allocated cash limit. Items agreed as corporate issues included levy increases and pressures relating to the National and Local economic situation. There would be a budget allocation for corporate pressures.
4. Pay inflation would be based on local and national experience with a 1% increase year on year.
5. The Council would continue to adopt a Living Wage for its staff.
6. Non pay inflation increases would be based on the latest Office for National Statistics assumptions of inflation and service knowledge.
7. Pension contributions would be based on the valuation and information provided by the Greater Manchester Pension Fund.
8. Capital financing interest payments and interest receivable would be based on the current market economic outlook included within the Council's Treasury Management Strategy.

9. Any pension and redundancy costs would be met from revenue budgets (with no capitalisation opportunities).
10. Work would continue with the CCG to work collaboratively, especially with regard to the Better Care Fund.
11. General balances and reserves would be managed on a risk based approach.
12. All eligible expenditure would be met from the Dedicated Schools Grant with no impact on the General Fund revenue budget.
13. The Housing Revenue Account (HRA) would continue to operate within the self-financing regime for the two PFI schemes with any surplus or deficit managed within the HRA.
14. The Capital Programme would be prepared in accordance with the principles of the Capital Strategy and show a balanced programme over a four year period to 2020/21.

## 2017/18 Budget Process

With the overarching budget principles and objectives established, the 2017/18 budget was developed around a timeline so that the Council meeting of 1 March 2017 could agree the revenue budget and thereby set Council Tax, fees and charges, HRA budget and rent levels, the Capital Strategy, Capital Programme, Treasury Management Strategy and the Medium Term Financial Strategy (MTFS).

It was agreed that budget reduction proposals would be prepared and presented for scrutiny and approval in two phases with decisions by Council in December 2016 and finally in March 2017.

The key milestones of the whole budget process are set out below:

- 1) April/October 2016 – development of budget process based on budget reduction requirements arising from the calculation of continuation budgets and the likely impact on the national reduction in Local Government funding.
- 2) June 2016/February 2017 – Member/Officer development and review process for growth/budget reductions proposals including the Leadership Star Chamber process.
- 3) 6 September 2016 to 29 November 2016 – Phase 1 budget proposals consultation with the public, partners, the business community and other stakeholders.
- 4) 29 September 2016 – submission of an Efficiency Plan to Central Government outlining a budget reduction requirement of £20.315m for 2017/18 which secured a minimum level of Government funding for the four year period 2016/17 to 2019/20.
- 5) 10 November 2016 – Overview and Scrutiny Performance and Value for Money (PVFM) Select Committee scrutinised Phase 1 budget reduction proposals totaling £7.012m for 2017/18 and £0.105m for 2018/19. The PVFM Select Committee recommended to Cabinet £6.147m of 2017/18 budget reduction proposals for approval, £0.465m to be deferred and £0.400m to be noted.
- 6) 5 December 2016 – Cabinet agreed and recommended to Council Phase 1 budget reduction proposals of £6.147m for 2017/18 and £0.105m for 2018/19, deferred £0.465m of 2017/18 proposals pending further review and noted £0.400m of 2017/18 proposals where consultation had not yet concluded.
- 7) 14 December 2016 – Council approved Phase 1 proposals of £6.147m for 2017/18 and £0.105m for 2018/19. In addition, £0.400m of 2017/18 budget reduction proposals were noted where consultation had not yet concluded.
- 8) 15 December 2016 – the Provisional Local Government Finance Settlement was announced.
- 9) 26 January 2017 – PVFM Select Committee were advised that the budget reduction target had decreased to £15.442m with £9.295m yet to be identified. It scrutinised Phase 2 budget reduction proposals of £2.766m alongside Phase 1 proposals of £0.400m which had previously been noted and £0.185m previously deferred and also the proposed 2017/18 schedule of fees and charges. PVFM accepted that the budget would be balanced by the use of reserves. The PVFM Select Committee also scrutinised and recommended to Cabinet the following reports:
  - Proposed Medium Term Financial Strategy 2017/18 to 2020/21 - Policy Landscape and Forecast Budget Gap
  - Proposed Capital Strategy and Capital Programme 2017/18 - 2020/21
  - Proposed HRA budget
  - Proposed Treasury Management Strategy

- 10) 23 January 2017 – Cabinet agreed the 2017/18 Council Tax Tax Base and NDR Tax Base but delegated authority to amend the NDR Tax Base if there was revised information.
- 11) 7 February 2017 – PVFM Select Committee scrutinised the main Opposition party's Alternative Budget reduction proposals.
- 12) 20 February 2017 – Cabinet was advised that the revised budget reduction target was £14.981m with £6.147m of reductions having been previously approved. Cabinet then agreed and recommended to Council 2017/18 Phase 2 budget reduction proposals of £2.766m alongside Phase 1 proposals of £0.400m which had previously been noted and £0.185m previously deferred and also proposed the 2017/18 schedule of fees and charges. The budget was balanced by using £5.483m of reserves. Cabinet also considered and recommended to Council the following reports:
  - Proposed Capital Strategy and Capital Programme 2017/18 - 2020/21
  - Proposed HRA outturn estimates for 2016/17, revenue budget for 2017/18 and strategic estimates for 2018/19 to 2020/21
  - Proposed Statement of the Robustness of Estimates and adequacy of the reserves in the 2017/18 budget setting process
  - Proposed Medium Term Financial Strategy 2017/18 to 2020/21 - Policy Landscape and Forecast Budget Gap
  - Proposed Treasury Management Strategy
- 13) 21 February 2017 – The Local Government Finance Settlement was announced. This resulted in a £0.003m reduction in Central Government funding requiring an additional £0.003m use of Corporate reserves.
- 14) 1 March 2017 – Council approved the:
  - Capital Strategy and Capital Programme 2017/18 - 2020/21
  - Proposed HRA outturn estimates for 2016/17, revenue budget for 2017/18 and strategic estimates for 2018/19 to 2020/21
  - Statement of the Robustness of Estimates and adequacy of the reserves in the 2017/18 budget setting process
  - Revenue budget for 2017/18 and the Medium Term Financial Strategy 2017/18 to 2020/21 including approval of Phase 2 budget reduction proposals of £3.351m for 2017/18, £5.486m use of reserves to balance the budget, the 2017/18 fees and charges and a Council Tax increase of 3.99%
  - Treasury Management Strategy

There are a range of key documents which can be reviewed and used to inform and support the Council's budget setting process (as detailed in the above sections). These can be found at the link below:

<http://decisionrecording.oldham.gov.uk/ieListDocuments.aspx?CId=132andMId=6336>

This includes the reports approved at the Budget Council meeting on 1 March 2017:-

- Capital Strategy and Capital Programme 2017/18 to 2020/21
- Housing Revenue Account Estimates for 2016/17 to 2020/21
- Statement of the Chief Financial Officer on Reserves, Robustness of the Estimates and Affordability and Prudence of Capital Investments
- Council Budget 2017/18 and Medium Term Financial Strategy 2017/18 to 2020/21 – Policy Landscape, Local Government Finance Settlement and Forecast Budget Gap Update
- Council Budget 2017/18 and Medium Term Financial Strategy 2017/18 to 2020/21 – Administration Budget Proposals
- Treasury Management Strategy Statement 2017/18

The Budget at a Glance section of the Budget Book sets out in summary detail, key information on the 2017/18 Revenue Budget, the Capital Programme and the Housing Revenue Account.





Council Budget at a glance

1

# The Council's Budget at a Glance

## Revenue Budget 2017/18

### Funding for Council Expenditure

The Council's net revenue budget for 2017/18 approved at the Council meeting on 1 March 2017 is £209.868m. This is financed by a range of Government grants, Business Rates, Council Tax income and use of reserves.

The Council received notification of the majority of its Government funding for 2017/18 via the Local Government Finance Settlement. This included confirmation of the 100% Business Rate Retention pilot for Greater Manchester which commenced on 1 April 2017. The pilot has had a significant impact on the presentation of the budget figures.

Under the Greater Manchester Pilot, the Council will continue to collect Business Rates from businesses in Oldham. Oldham Council will retain 99% of those revenues to fund local services whilst 1% will continue to be paid to the Greater Manchester Fire and Rescue Authority (GMFRA).

In exchange for full Business Rates Retention, the Government will no longer pay Revenue Support Grant or Public Health Grant to the Council. At the start of the pilot scheme, the Council will have the same amount of funding to pay for local services compared to not participating in the pilot. Taking part does however provide an opportunity to retain a greater share of growth in Business Rates revenues instead of having to pay 50% to Central Government as was the case previously.

Subsequent to setting the Council's 2017/18 budget the Chancellor, as part of the Spring Budget on 8 March 2017 announced £435m of support for the 2017 Business Rates Revaluation process. Key measures include:

- No business losing small business rates relief will see their bill increase by more than £50 per month in 2017/18 and subsequent increases will be capped at either £50 per month or at the transitional relief cap (whichever is higher)
- All public houses with a rateable value of less than £100,000 will receive a £1,000 discount on their business rates bills for 2017/18
- Local Authorities will receive a share of £300m in new funding to deliver discretionary relief to local business that have been hit particularly hard by the 2017 revaluation. On March 9, Councils were advised of their share of this fund and Oldham was allocated (based on a formula) funding of £0.301m for 2017/18, £0.140m for 2018/19, £0.060m for 2019/20 and £0.009m for 2020/21

The Council will receive other unringfenced general fund grants in 2017/18 and is able to use this Government funding as it sees fit. Included within these 2017/18 grants is a new single year Adult Social Care Support Grant announced by Central Government in response to increasing demand for adult social care services. Oldham Council's allocation for 2017/18 is £1.127m.

Subsequent to setting the Council's 2017/18 budget the Chancellor, as part of the Spring Budget, has announced an additional £2bn of funding allocated to Social Care in England over the next 3 years with £1bn available in 2017/18. The Government has confirmed allocations for Oldham Council of £5.095m for 2017/18, £3.201m for 2018/19 and £1.586m for 2019/20. The Council is now considering how best to deploy these resources to support the provision of Adult Social Care services.

For Councils like Oldham, the threshold for triggering a Council Tax referendum has been set at a 5% increase. This provided the ability to increase Council Tax by 3% for what the Government calls an Adult Social Care precept. This additional Adult Social Care precept funding must be ring-fenced to help cover the increased costs of Adult Social Care, in part caused by the move to introduce the National Living Wage and the consequent impact on the cost for provision of care. The criteria provided for a further 1.99% 'general' increase.

The Council has increased Council Tax in 2017/18 by a total of 3.99% comprising 2% for the Adult Social Care precept (1% below the aforementioned referendum limit), which is highlighted separately on the face of the Council Tax bill, and a further 1.99% to help support services across the Council.

The table and graph below presents the breakdown of funding for 2017/18 included in the 2017/18 budget report together with a comparison to the previous 2 years (therefore excluding the subsequently notified Adult Social Care and Business Rate grants).

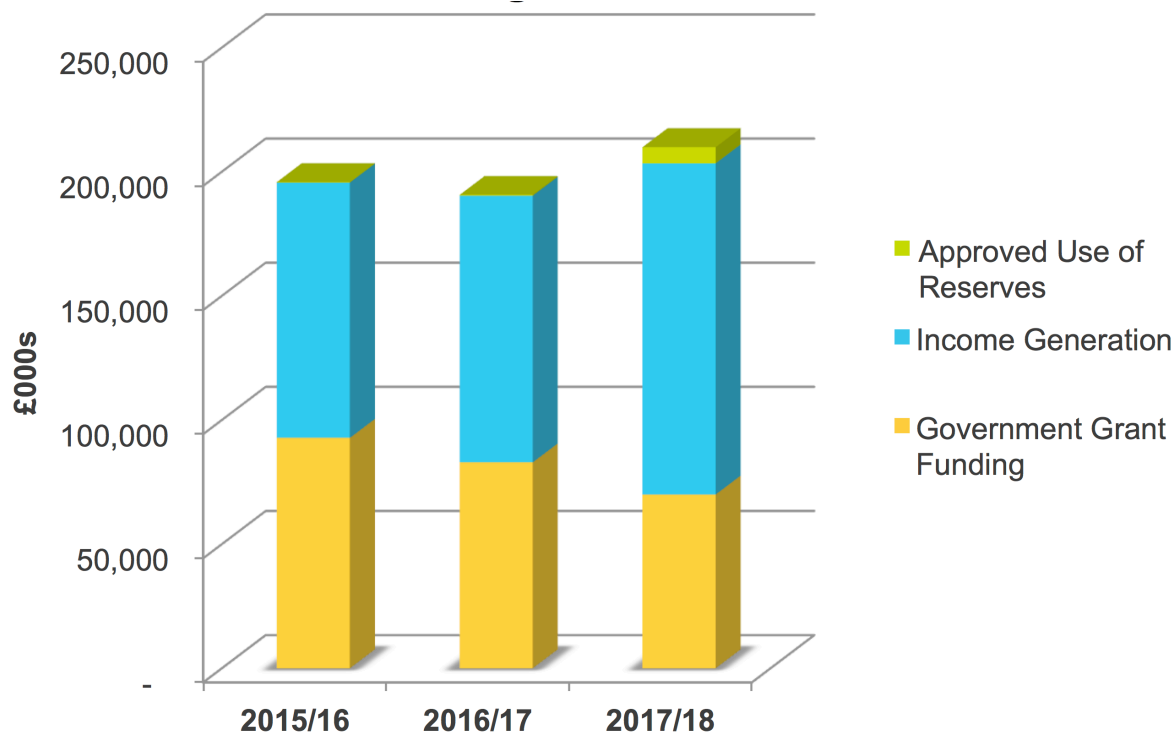
The table and graph below presents the breakdown of funding and net Council budget for 2017/18 together with a comparison to the previous 2 years.

	2015/16	2016/17	2017/18#
	£000	£000	£000
Revenue Support Grant	50,879	40,543	0
Business Rates Top Up	29,987	30,237	54,747
Grants in Lieu of Business Rates	1,978	1,508	5,271
Council Tax Freeze Grant	864	0	0
Education Services Grant	3,126	2,505	774
Council Tax Support - New Burdens	66	0	0
Housing Benefit and Council Tax Admin. Grant	1,529	1,386	1,294
Improved Better Care Fund Grant	0	0	716
Adult Social Care Support Grant	0	0	1,127
Adults Social Care New Burdens	1,088	0	0
New Homes Bonus	2,275	2,767	2,784
Independent Living Fund Grant	0	2,841	2,748
Other Grants	975	1,147	496
Lead Local Flood Authorities	26	0	10
<b>Total Government Grant Funding</b>	<b>92,793</b>	<b>82,934</b>	<b>69,967</b>
Retained Business Rates	28,002	28,360	50,646
Council Tax*	74,623	77,318	79,615
Adult Social Care Precept	0	1,515	3,115
Collection Fund Surplus	382	196	0
<b>Total Income Generation</b>	<b>103,007</b>	<b>107,389</b>	<b>133,376</b>
<b>Total Government Grant Funding</b>	<b>92,793</b>	<b>82,934</b>	<b>69,967</b>
<b>Total Council Income Generation</b>	<b>103,007</b>	<b>107,389</b>	<b>133,376</b>
Adjustment for Use of Reserves	(195)	0	0
Approved Use of Reserves	195	330	6,525
<b>Total Budget for Council Services</b>	<b>195,800</b>	<b>190,653</b>	<b>209,868</b>

# As per 100% Business Rates Retention pilot

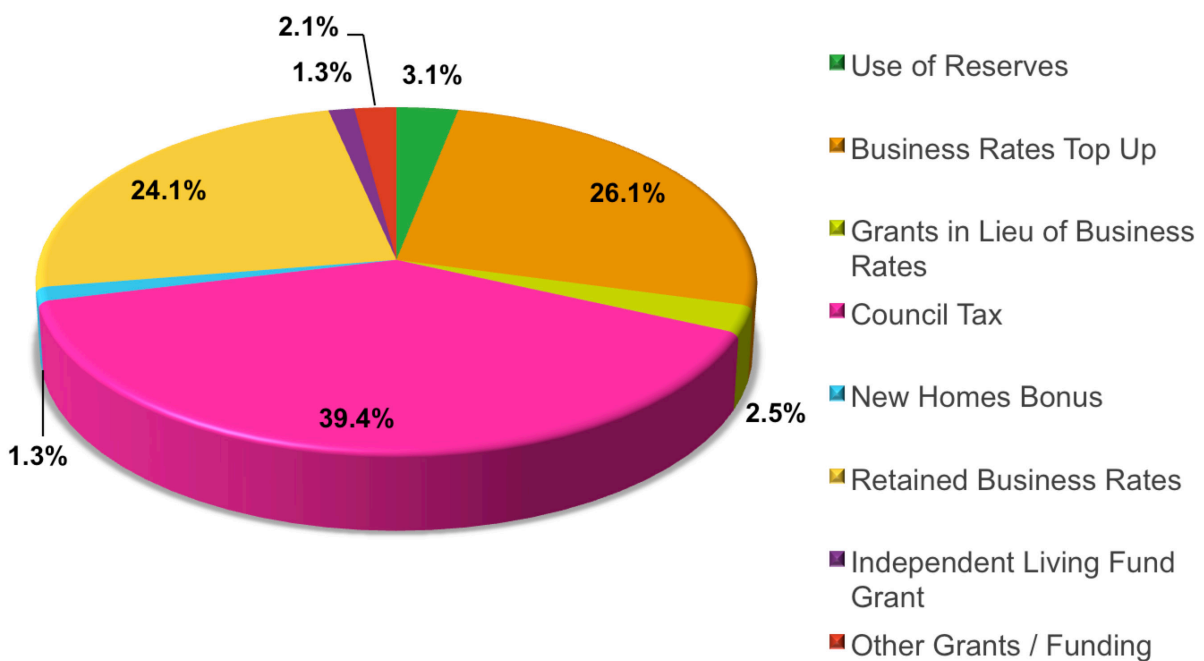
\* It should be noted that the Council Tax figure includes Parish Precepts and for 2017/18 this is a sum of £0.257m.

## Total Net Budget for Council Services



The pie chart below shows the elements which make up the 2017/18 net revenue Council budget of £209.868m.

## Funding 2017/18





## Oldham Council Specific Revenue Grants 2017/18

The Council anticipates receiving a number of specific and other grants in 2017/18, details of which are shown in the table below:

Name of Grant	2016/17 £000
<b>Ringfenced</b>	
Dedicated Schools Grant*	231,422
Pupil Premium Grant	11,023
Discretionary Housing Payments	683
Private Finance Initiative Credits	27,345
Unaccompanied Asylum Seekers	15
Additional grant for schools	3,533
Youth Justice Board	514
Arts Council Contribution	424
European Economic Community (EEC) Subsidies (School Milk)	135
Bikeability Grant	85
Youth Remand	56
UK Border Agency Gateway Grant	24
Skills Funding Agency Adult Education	2,935
Mandatory Rent Allowances: subsidy	72,646
Rent Rebates Granted to Housing Revenue Account Tenants	5,367
<b>Total Ringfenced Grants</b>	<b>356,207</b>
<b>Unringfenced</b>	
Business Rate Top Up	54,747
Grants in Lieu of Business Rates	5,271
Education Services Grant	774
Housing Benefit Administration Grant	1,294
Improved Better Care Fund Grant	716
Adult Social Care Support Grant	1,127
New Homes Bonus	2,784
Independent Living Fund Grant	2,748
Special Educational Needs and Disability Grant	203
Implementation of Universal Credit	283
New Burdens - Department for Work and Pensions	10
Lead Local Flood Authority	10
<b>Total Unringfenced Grants</b>	<b>69,967</b>
<b>Grants Notified Post Budget Setting:</b>	
Additional Adult Social Care Funding	5,096
Discretionary Relief to Local Business	301
<b>Total Grants notified post budget setting</b>	<b>5,397</b>
<b>Total Revenue Grants</b>	<b>431,571</b>

\* Prior to Academy recoupment

## Council Tax

Council Tax charges for 2015/16 to 2017/18 at Band D are set out below. The Council, Greater Manchester Fire and Rescue Authority (GMFRA), Police and Crime Commissioner for Greater Manchester (PCCGM), Saddleworth Parish Council and Shaw and Crompton Parish Council have increased their charges for 2017/18.

The Council has increased Council Tax in 2017/18 by 3.99%, which incorporates a 1.99% general increase and a 2% increase to generate an Adult Social Care precept (this is the second year a 2% Adult Social Care precept has been applied). This increases the Oldham Council Band D Council Tax to £1,502.11, comprising of the two year impact of £56.74 for the Adult Social Care precept and £1,445.37 for Oldham Council services. Council Tax rises are controlled by the requirement to hold a referendum should the rise in the Relevant Basic Amount (RBA) of Council Tax be above the level Central Government consider to be excessive. This “excessiveness” is determined annually but for 2017/18 has been set at a figure of a 5% increase in the RBA of Council Tax (comprising 3% for expenditure on adult social care and 2% for other expenditure). An increase of 3.99% has not therefore been classed as excessive and has not triggered a referendum.

The GMFRA has increased its Band D Council Tax by 1.99% for 2017/18 to £59.95, whilst the PCCGM has increased its 2017/18 Band D Council Tax by £5.00 to £162.30. Saddleworth Parish Council has increased its charge by 5.17% to £20.35 for 2017/18. Shaw and Crompton Parish Council has also increased its charge by 2.23% from £15.70 to £16.05 for 2017/18.

Band D Council Tax by Tax Raising Body	2015/16 (£)	2016/17 (£)	2017/18 (£)	Increase 2016/17 to 2017/18 (%)
Oldham Council	1,392.95	1,444.48	1,502.11	3.99
PCCGM	152.30	157.30	162.30	3.18
GMFRA	57.64	58.78	59.95	1.99
	<b>1,602.89</b>	<b>1,660.56</b>	<b>1,724.36</b>	<b>3.84</b>
Parish Precepts:				
Saddleworth	19.35	19.35	20.35	5.17
Shaw and Crompton	15.11	15.70	16.05	2.23

The Council Taxes for each property band by tax raising body are shown in Appendix twelve of the March 2017 Revenue Budget report.

## Council Tax Tax Base

The Tax Base underpinning Council Tax revenues for 2015/16 to 2017/18 is set out in the table below. The Tax Base is a key determinant of the level of Council Tax income and is calculated as the number of Band D equivalent dwellings. The report detailing the calculation and the formal setting of the Tax Base was approved at the Cabinet meeting of 23 January 2017.

	2015/16	2016/17	2017/18
Number of Band D equivalent dwellings	53,401	54,406	54,905

As advised above, the Council Tax policy for 2017/18 is to increase Council Tax by 3.99%. This increase, together with the revision to the 2017/18 Tax Base, resulting in an increase of 499 to the number of Band D equivalent properties, has produced a net increase in Council Tax income of £3.885m (including an Adult Social Care precept of £1.586m) for use by Oldham Council.

## Collection Fund

The Collection Fund is a separate statutory fund where Council Tax and Business Rate income is accounted for separately from the General Fund. Amounts for Council Tax and Business Rates are paid or transferred from the Collection Fund to Oldham Council and other precepting bodies. In addition, any accrued surplus or deficit relating to the Council Tax and Business Rates income collection from previous years is distributed to the Council and preceptors. Council Tax surpluses/deficits (prior years only) are paid to the Council, the PCCGM and the GMFRA whilst Business Rates income surpluses/deficits (prior years only) are shared between the Council, GMFRA and Central Government. There was no Collection Fund surplus anticipated for 2016/17 or therefore within 2017/18 budget setting.

Transfers out of the Collection Fund for in year Council Tax (excluding prior year surpluses/deficits) from 2015/16 to 2017/18 are set out in the table below:

Precepting Body	2015/16 £000	2016/17 £000	2017/18 £000
Oldham Council	74,623	78,833	82,730
PCCGM	8,133	8,558	8,911
GMFRA	3,078	3,198	3,292

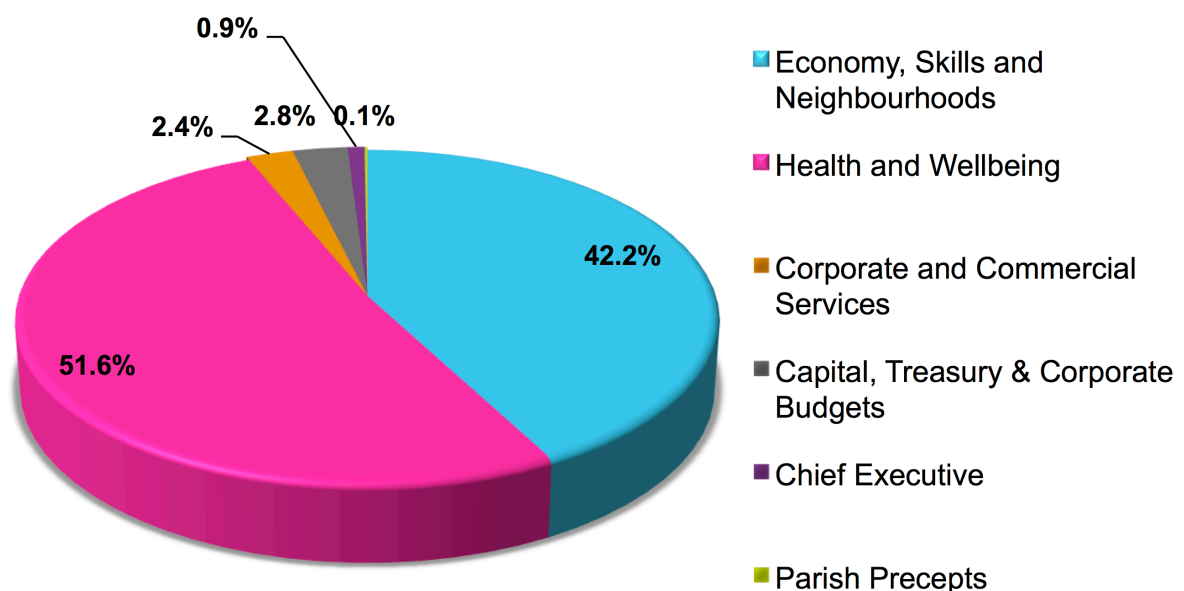
## Analysis of Net Revenue Expenditure

The table below shows the 2017/18 net Council expenditure split by Portfolio. The 2017/18 figures reflect the indicative budget included within this budget book and reported at the March 2017 budget meeting (and therefore exclude subsequent grant notifications).

Portfolio	2017/18 £000
Economy, Skills and Neighbourhoods	88,521
Health and Wellbeing	108,274
Corporate and Commercial Services	5,053
Chief Executive	1,818
Capital, Treasury and Corporate Budgets	5,896
Parish Councils - Grant	49
Parish Precepts	257
<b>Total</b>	<b>209,868</b>

The chart below shows the split of the 2017/18 revenue expenditure between the portfolios.

## 2017/18 Net Revenue Budget



## Budget Strategy for Future Years

Oldham Council operates a continually updated Medium Term Financial Strategy (MTFS) model which is designed to build on the work and achievements of previous years and help meet the challenges of the future. Mirroring the Government's own planning timeframes up to the next General Election in 2020, the model sets out the Council's proposed revenue spending plans for the next four years and incorporates estimates of any upcoming pressures and key changes to funding levels which will influence the Council's financial position.

Alongside the production of a balanced budget for 2017/18, a review of all estimates and assumptions for future years has been carried out which enables a forecast revenue budget position and budget gap to be estimated for each year to 2020/21. This is shown in the table below (excluding Adult Social Care and Business Rates grant notifications received after the Council's budget was set):

	2018/19 £000	2019/20 £000	2020/21 £000
<b>Revised Base Position</b>	<b>201,617</b>	<b>201,178</b>	<b>200,750</b>
Expenditure Pressures less agreed Budget Reductions	21,331	30,352	39,718
<b>Total Expenditure</b>	<b>222,948</b>	<b>231,530</b>	<b>240,468</b>
Revenue Support Grant	0	0	0
Business Rates Top Up	47,692	40,610	35,321
Grants in Lieu of Business Rates	5,376	5,484	5,594
Housing Benefit and Council Tax Admin. Grant	755	425	294
Improved Better Care Fund Grant	4,687	8,150	8,150
Adult Social Care Support Grant	0	0	0
New Homes Bonus	1,672	1,183	668
Independent Living Fund Grant	2,661	2,580	2,500
Other Grants	293	293	293
Lead Local Flood Authorities	11	12	0
<b>Total Government Grant Funding</b>	<b>63,147</b>	<b>58,737</b>	<b>52,820</b>
Retained Business Rates	52,171	53,878	55,294
Council Tax	81,827	84,130	86,525
Adult Social Care Precept	4,798	6,571	8,439
Collection Fund Surplus	0	0	0
<b>Total Income Generation</b>	<b>138,796</b>	<b>144,579</b>	<b>150,258</b>
<b>Total Budget Funding</b>	<b>201,943</b>	<b>203,316</b>	<b>203,078</b>
Approved Use of Reserves	(250)	(250)	0
<b>Cumulative Budget Reduction Requirement</b>	<b>20,755</b>	<b>27,964</b>	<b>37,390</b>



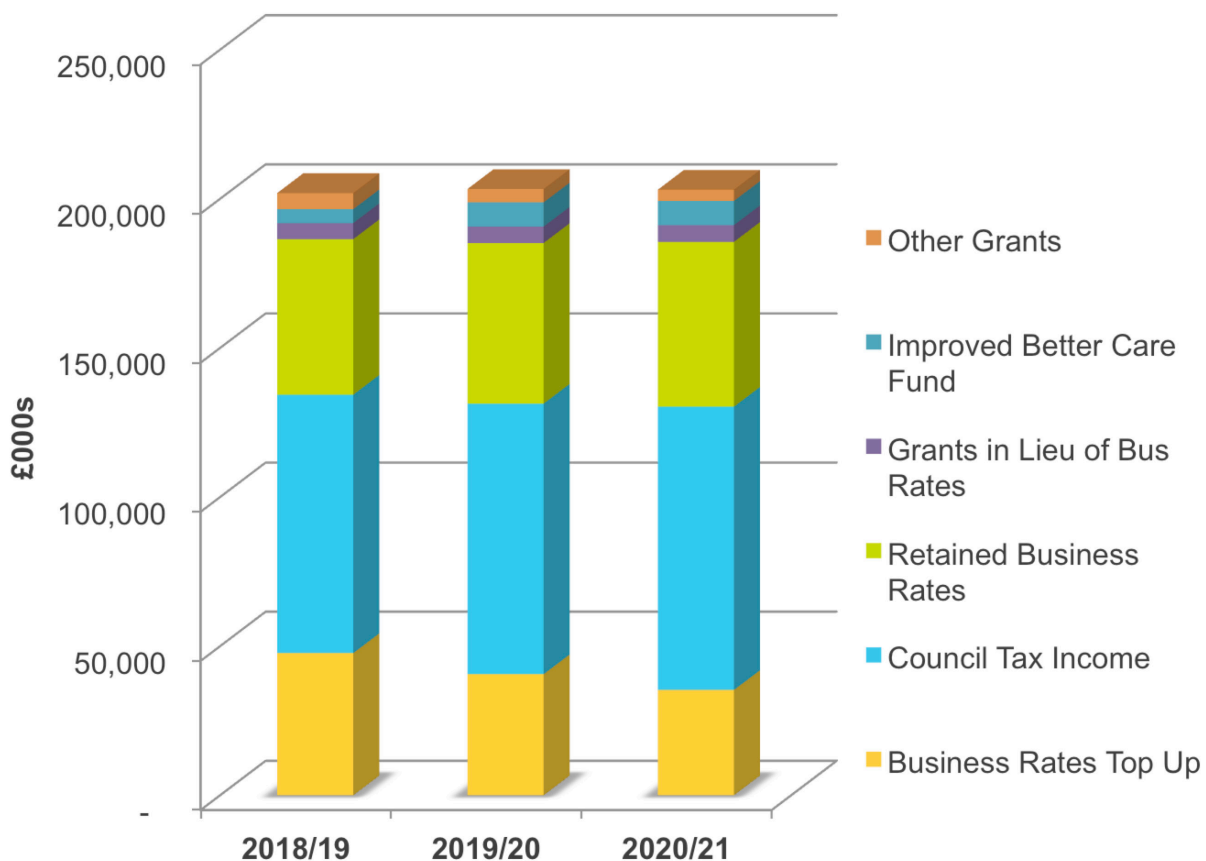
The budget gap through to 2020/21 remains significant. If balanced budgets beyond 2017/18 are to be achieved, the Council must resolve to develop, approve and deliver wide ranging budget reduction proposals which will undoubtedly carry material policy, service delivery and staffing implications.

The key themes that will be addressed within the financial planning framework for future years will include:

- Health and Social Care devolution
- The wider impact of devolution
- Developing the Early Help agenda
- Use of new technology
- A review of corporate priorities
- A review of service operational arrangements
- Contract review
- Property and commercial investment
- Partnership working
- Developing the co-operative agenda
- Income generation and improving income collection
- Developing the regeneration agenda
- Bidding for external funding
- Optimising the Treasury Management position of the Council
- Reviewing the availability of reserves and balances

The graph below shows a breakdown of the estimated funding available to the Council over the period 2018/19 to 2020/21.

### Estimated funding for Council Services - 2018/19 to 202/21



## Capital Budget

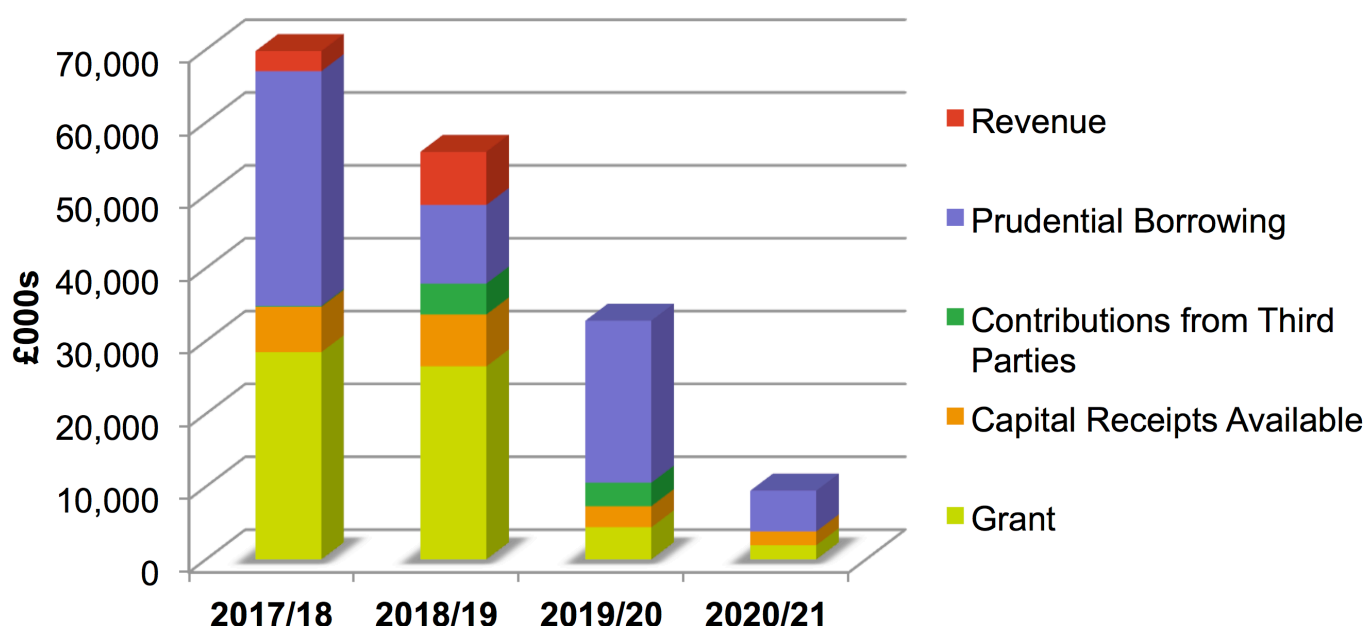
### Capital Resources

The capital resources available for 2017/18 to 2020/21, as per the Capital Programme approved at the Budget Council meeting on 1 March 2017, are set out in the following table and graphs.

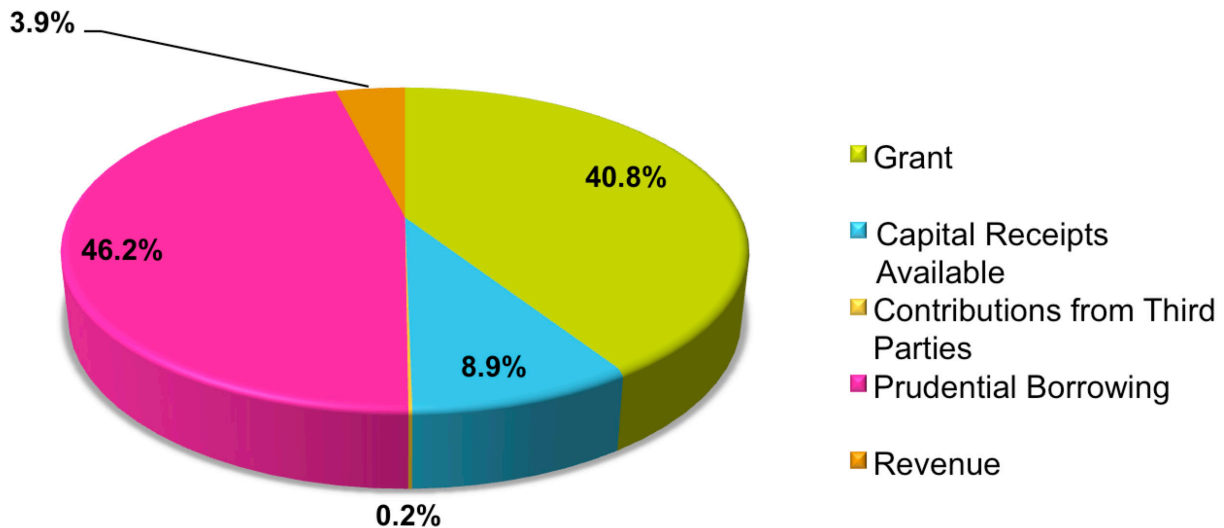
Sources of Funding	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Grant	28,475	26,517	4,423	1,973
Capital Receipts Available	6,221	7,106	2,880	1,880
Contributions from Third Parties	106	4,259	3,241	0
Prudential Borrowing	32,233	10,779	22,241	5,589
Revenue	2,748	7,300	0	0
<b>Total Resources</b>	<b>69,783</b>	<b>55,961</b>	<b>32,785</b>	<b>9,442</b>

As in previous years, the major source of financing in 2017/18 remains prudential borrowing; the amount required includes borrowing attributed to schemes that have slipped from prior years. The Council will look to reduce the amount of borrowing by maximising grant income, optimising income from capital receipts and the utilisation of reserves and provisions to deliver revenue savings in relation to the cost of borrowing. Some borrowing will be financed by increased income and revenue streams generated at the point when projects are completed and become operational. In addition, the timing of the borrowing is linked to the cash position of the Council and may therefore not mirror the spending/financing profile set out above.

### Capital Resources 2017/18 to 2020/21



## Capital Resources 2017/18



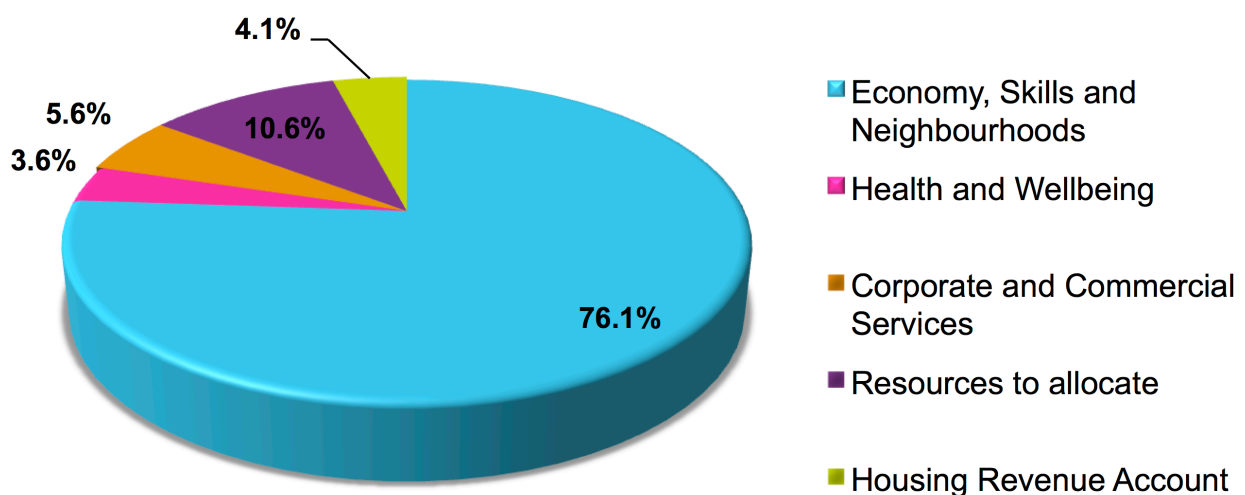
## Capital Expenditure

The table below shows capital expenditure split by Portfolio and summarises total planned expenditure for the four year period 2017/18 to 2020/21. The figures reflect the detail included within the Capital Strategy and Capital Programme Report presented to Council on 1 March 2017.

Spending By Council Portfolio	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Economy, Skills and Neighbourhoods	53,113	51,112	29,936	7,593
Health and Wellbeing	2,518	600	600	600
Corporate and Commercial Services	3,904	2,849	2,249	1,249
Housing Revenue Account	2,848	0	0	0
Resources to allocate	7,400	1,400	0	0
<b>Total Expenditure</b>	<b>69,783</b>	<b>55,961</b>	<b>32,785</b>	<b>9,442</b>

The chart below shows the breakdown of 2017/18 capital expenditure by portfolio:

## Capital Expenditure 2017/18



## Housing Revenue Account (HRA)

The Council is required by the Local Government and Housing Act 1989 (section 74) to keep a Housing Revenue Account (HRA) which records all revenue expenditure and income relating to the provision of Council dwellings and related services. The use of this account is heavily prescribed by statute and the Council is not allowed to fund any expenditure for non-housing related services from this account.

The financial position for 2017/18 shows an estimated HRA closing balance of £16.944m which is considered to be sufficient to meet the future operational commitments and the potential financial pressures identified in the risk assessment. The 2017/18 position has been presented after allowing for an average increase in rent of 2.0%.

The Government has advised that PFI properties will continue to operate under the current rent restructuring programme rather than be subject to a rent reduction. As all Oldham housing stock is contained within two PFI schemes the 2017/18 budget will follow current rent setting guidance of CPI at September plus 1% which for 2017/18 resulted in an increase of 2.0%.

The strategic estimates for 2018/19 to 2020/21 highlight that due to the limited nature of activity in the HRA and as a result of the operation of the two PFI contracts, the HRA financial position is expected to be stable going forward.

Further information on the HRA financial position for 2017/18 and the strategic estimates to 2020/21 are included within the table presented in the final section of this Budget Book.



Revenue Budget Summary  
2017/18

2



## Summary by Portfolio (excluding Schools)

Portfolio Detail Cost of Services	2017/18 Approved Budget £
Economy, Skills and Neighbourhoods	88,521,200
Health and Wellbeing	108,273,190
Corporate and Commercial Services	5,053,730
Chief Executive	1,817,640
Capital, Treasury and Corporate Budgets	5,895,970
Parish Precepts	306,270
<b>Total</b>	<b>209,868,000</b>
<b>Financed by:</b>	
<b>Government Grant</b>	
Business Rates Top Up	(54,747,000)
Grants in Lieu of Business Rates	(5,271,000)
Education Services Grant	(774,000)
Improved Better Care Fund	(716,000)
Independent Living Fund	(2,748,000)
Adult Social Care Support Grant	(1,127,000)
Housing and Council Tax Benefit Administration Grant	(1,294,000)
New Homes Bonus	(2,784,000)
Other Non Ringfenced Government Grants	(506,000)
<b>Locally Generated Income</b>	
Retained Business Rates	(50,646,000)
Council Tax Payers	(79,615,000)
Adult Social Care Precept - Council Tax Payers	(3,115,000)
<b>Total Government Grant and Income</b>	<b>(203,343,000)</b>
<b>Use of Reserves</b>	
Approved Use of Reserves to Support the Budget (2016/17)	(250,000)
Approved Use of Reserves to Support the Budget (2017/18)	(789,000)
Use of Corporate Reserves to Balance the Budget	(5,486,000)
<b>Total Funding for Council Services</b>	<b>(209,868,000)</b>

## Gross and Net Expenditure and Income by Portfolio (excluding Schools)

Portfolio Detail Expenditure Category	2017/18 Approved Budget £
Economy, Skills and Neighbourhoods	175,551,810
Health and Wellbeing	159,694,590
Corporate and Commercial Services	90,283,250
Chief Executive	6,918,810
Capital, Treasury and Corporate Budgets	10,238,730
Parish Precepts	306,270
<b>Sub Total : Gross Expenditure</b>	<b>442,993,460</b>
Economy, Skills and Neighbourhoods	(87,030,610)
Health and Wellbeing	(51,421,400)
Corporate and Commercial Services	(85,229,520)
Chief Executive	(5,101,170)
Capital, Treasury and Corporate Budgets	(4,342,760)
<b>Sub Total : Gross Income</b>	<b>(233,125,460)</b>
<b>Net Expenditure</b>	<b>209,868,000</b>

## Gross and Net Expenditure and Income by Portfolio (including Schools)

Portfolio Detail Expenditure Category	2017/18 Approved Budget £
Economy, Skills and Neighbourhoods	335,274,020
Health and Wellbeing	159,694,590
Corporate and Commercial Services	90,283,250
Chief Executive	6,918,810
Capital, Treasury and Corporate Budgets	10,238,730
Parish Precepts	306,270
<b>Sub Total : Gross Expenditure</b>	<b>602,715,670</b>
Economy, Skills and Neighbourhoods	(246,752,820)
Health and Wellbeing	(51,421,400)
Corporate and Commercial Services	(85,229,520)
Chief Executive	(5,101,170)
Capital, Treasury and Corporate Budgets	(4,342,760)
<b>Sub Total : Gross Income</b>	<b>(392,847,670)</b>
<b>Net Expenditure</b>	<b>209,868,000</b>

## Oldham Council Expenditure and Income Category Summary (excluding Schools)

Portfolio Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	83,015,890
Premises-Related Expenditure	11,168,570
Transport-Related Expenditure	8,712,600
Supplies & Services	99,725,630
Third Party Payments	63,996,710
Transfer Payments	1,371,830
Support Services	9,382,510
<b>Sub Total : Service Budgets</b>	<b>277,373,740</b>
Employees	3,210,270
Premises-Related Expenditure	1,365,030
Transport-Related Expenditure	274,580
Supplies & Services	24,036,910
Third Party Payments	35,860,830
Transfer Payments	77,525,910
External Interest and Other Similar Charges	23,346,190
<b>Sub Total : Corporate Items</b>	<b>165,619,720</b>
Support Services	35,810,220
External Interest and Other Similar Charges	26,423,200
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>62,233,420</b>
<b>Total Expenditure</b>	<b>505,226,880</b>
<b>Income</b>	
Miscellaneous And Initiative Expenses	(40,000)
Government Grants	(26,128,160)
Other Grants, Reimbursements And Contributions	(50,484,110)
Customer and Client Receipts - Sales	(2,126,350)
Customer and Client Receipts - Fees and Charges	(33,619,270)
Customer and Client Receipts - Rents	(5,273,880)
Interest Revenue Sources	(1,387,000)
Internal Recharges Income	(10,712,370)
Corporate Landlord Recharges Income	(9,382,510)
<b>Sub Total : Service Budgets</b>	<b>(139,153,650)</b>
Government Grants	(91,436,630)
Interest Revenue Sources	(2,505,180)
Internal Recharges Income	(30,000)
<b>Sub Total : Corporate Items</b>	<b>(93,971,810)</b>
Interest Revenue Sources	(26,423,200)
Central Support Service Recharge Income	(35,810,220)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(62,233,420)</b>
<b>Total Income</b>	<b>(295,358,880)</b>
<b>Net Expenditure</b>	<b>209,868,000</b>

Note: This table contains expenditure by category including internal recharges and therefore the figures within do not represent the overall gross expenditure and income of the Council.





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Economy, Skills and Neighbourhoods



# Economy, Skills and Neighbourhoods

## Portfolio Summary

The overall objective of the Economy, Skills and Neighbourhoods Portfolio is to grow the economy of Oldham and support the Council's commitment to neighbourhood working. We do this in many ways - by delivering services that maintain and improve the public realm and by creating the right environment for growth, by focusing on key place making regeneration projects which will act as a catalyst for wider economic activity and investment which will create jobs - and by enabling our residents to gain the necessary education and skills to be able to access employment opportunities both within the borough but also across the wider Greater Manchester conurbation and beyond.



**Helen Lockwood**, Executive Director, Economy, Skills and Neighbourhoods.

## Economy and Skills

The Economy and Skills department works to support delivery of Members' aspirations for the regeneration of Oldham set out in the Council's Strategic Investment Framework (SIF) across the people, place and business priorities. The service has responsibility for a wide range of functions in support of the SIF, including:-

- Strategic lead on economic growth
- Regeneration and capital projects
- Property partnerships and investment
- Asset management, estates and facilities management
- Housing strategy, delivery and partnerships
- Employment support including the Get Oldham Working Programme
- Business engagement, enterprise growth and inward investment
- Post-16 skills and lifelong learning services and strategies
- Town centre management and markets
- Representing Oldham across GM, including implementing the GM Strategic Economic Plan

## Economic Development

The Division carries out a range of activities focused on the delivery of key capital projects identified within the council's capital programme. This includes major town centre place making regeneration projects such as the transformation of the Old Town Hall, the development of new leisure facilities, Princes Gate mixed use development and a new Coliseum and Heritage Centre.

In addition the division engages with private sector development and residential partners and public sector partners to deliver major residential and commercial regeneration projects designed to regenerate key sites and increase employment within the borough.

The division manages the Strategic Asset Management functions of the Council's corporate property and assets including schools, acting as the client for the Unity Partnership. It oversees the strategic facilities management function of the Council's assets including the catering, cleaning and car parking functions.

The division also manages the Council's Strategic Housing and Homelessness functions:-

The Housing Strategy Team is responsible for the Strategic Housing function, in particular for developing a clear vision for planning and investment in housing, coordinating activity around affordable warmth, and overseeing the delivery and monitoring of the two Private Finance Initiative schemes. The Housing Needs Team is responsible for the strategic homelessness function, homeless prevention initiatives, registered provider liaison, housing options and advice, allocations including nominations, asylum seeker issues and housing quality assurance.

The Housing Implementation Team is responsible for investment and renewal in private sector housing areas. In addition, the team is also responsible for enforcement and improving standards within the private rented sector, with specific attention given to the licensing of Houses in Multiple Occupation (HMO) and the removal of serious hazards in privately rented property.



## Enterprise and Skills

The division has responsibility for growing the economy of the borough through business engagement, enterprise growth and inward investment. It represents Oldham across Greater Manchester and leads on implementing the GM Strategic Economic Plan. The division also leads on town centre management for Oldham, and manages the markets in the borough.

The division delivers employment support programmes for Oldham including the Get Oldham Working programme and directs the post-16 skills and lifelong learning services and strategies for the borough. Partnership and co-operative working is a key role for the division – influencing the wide range of skills and employment support providers to benefit Oldham residents.

## Education and Early Years

The Education and Early Years Division ensures that the Council meets its statutory duties in respect of education for 0-19 year olds or 0-25 year olds. The division undertakes many statutory responsibilities including improvement, support and challenge to maintained schools and settings, and where appropriate intervention and use of statutory powers; support for school governors; supporting schools in improving attendance and preventing exclusions; monitoring and support for Elective Home Education and tracking of Children Missing Education. implementing Special Educational Needs and Disabilities (SEND) reforms, including the Local Offer, and issuing of Education and Health Care Plans and annual review of SEND Statements; Strategic planning and contract management of home to school transport for SEND pupils; ensuring that there is a sufficiency of early years and school places to meet increasing demand, including expansion of existing provision and the establishment of new provision; school admissions, including in-year transfers, fair access admissions and appeals and monitoring of Raising the Participation Age in Oldham. The Division is also responsible for the Virtual School for Looked After Children and maintenance of the Family Information Service.

A key function for the division is influencing key partners such as the Oldham Education Partnership, Head Teachers, Diocesan authorities, Academy sponsors, DFE, OFSTED and the Regional Schools Commissioner to ensure that the children and young people of Oldham get the best education we can secure for them.

## Environmental Services

The Environmental Services Division provides the key frontline services of Waste Management, Street Scene and Parks and Countryside, Street Lighting, Fleet, Public Protection, Strategic Transport, Planning and Building Control and Highways. There are a number of challenges to face for each of the services, in particular to continue to deliver efficiencies and improve productivity whilst maintaining quality of service.

The Waste Management Service will continue to review the collection services we provide to ensure value for money. Any changes must be viewed in the wider context of the Greater Manchester Waste Disposal Authority's commitment to ensure that the waste is delivered in the form most suitable to maximise the use of the plant built through the PFI and so support a reduction in the cost of the contract.

The Street Scene and Parks services support neighbourhood working and the wider public health agenda.

The Highways and Street Lighting services are provided through a mixed economy of delivery vehicles and the management of key contracts is critical.

Public Protection provide regulatory services for Environmental Health, Trading Standards and Licensing.

First Response Services provide a range of support services to business and service providers, deliver pest control, animal warden services and Borough wide CCTV.

The Strategic Planning and Transportation Service manage a series of functions that help shape the natural and built environment of the borough. This includes developing the statutory land use planning framework, coordinating the physical regeneration of the borough and developing transport strategy and delivery plans.

The Development Management Team process planning applications, enforce planning contraventions and help protect our local heritage and conservation areas. The quality of physical development is also ensured by the Building Control Team that ensures compliance with buildings regulations. The team also deals with dangerous structures and safety at sports grounds.

## Economy, Skills and Neighbourhoods

Portfolio Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	34,863,920
Premises-Related Expenditure	10,675,530
Transport-Related Expenditure	7,773,800
Supplies & Services	27,497,930
Third Party Payments	3,451,490
Transfer Payments	46,200
Support Services	7,154,470
<b>Sub Total : Service Budgets</b>	<b>91,463,340</b>
Employees	558,020
Premises-Related Expenditure	25,440
Supplies & Services	17,357,670
Third Party Payments	33,465,350
External Interest and Other Similar Charges	1,357,840
<b>Sub Total : Corporate Items</b>	<b>52,764,320</b>
Support Services	14,446,890
External Interest and Other Similar Charges	22,157,900
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>36,604,790</b>
<b>Total Expenditure</b>	<b>180,832,450</b>
<b>Income</b>	
Government Grants	(23,392,850)
Other Grants, Reimbursements And Contributions	(5,658,080)
Customer and Client Receipts - Sales	(2,109,550)
Customer and Client Receipts - Fees and Charges	(23,717,650)
Customer and Client Receipts - Rents	(4,818,670)
Interest Revenue Sources	(37,000)
Internal Recharges Income	(6,420,290)
Corporate Landlord Recharges Income	(9,382,510)
<b>Sub Total : Service Budgets</b>	<b>(75,536,600)</b>
Government Grants	(11,458,830)
Interest Revenue Sources	(5,180)
Internal Recharges Income	(30,000)
<b>Sub Total : Corporate Items</b>	<b>(11,494,010)</b>
Central Support Service Recharge Income	(5,280,640)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(5,280,640)</b>
<b>Total Income</b>	<b>(92,311,250)</b>
<b>Net Expenditure</b>	<b>88,521,200</b>

## Economic Development

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	9,519,770
Premises-Related Expenditure	10,202,280
Transport-Related Expenditure	48,730
Supplies & Services	8,461,020
Support Services	4,137,290
<b>Sub Total : Service Budgets</b>	<b>32,369,090</b>
Premises-Related Expenditure	25,440
External Interest and Other Similar Charges	463,430
<b>Sub Total : Corporate Items</b>	<b>488,870</b>
Support Services	5,297,200
External Interest and Other Similar Charges	2,160,420
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>7,457,620</b>
<b>Total Expenditure</b>	<b>40,315,580</b>
<b>Income</b>	
Government Grants	(303,000)
Other Grants, Reimbursements And Contributions	(1,355,020)
Customer and Client Receipts - Sales	(2,109,550)
Customer and Client Receipts - Fees and Charges	(10,485,910)
Customer and Client Receipts - Rents	(3,797,880)
Internal Recharges Income	(1,083,400)
Corporate Landlord Recharges Income	(9,382,510)
<b>Sub Total : Service Budgets</b>	<b>(28,517,270)</b>
Central Support Service Recharge Income	(4,418,790)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(4,418,790)</b>
<b>Total Income</b>	<b>(32,936,060)</b>
<b>Net Expenditure</b>	<b>7,379,520</b>

## Enterprise and Skills

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	3,528,740
Premises-Related Expenditure	24,040
Transport-Related Expenditure	29,520
Supplies and Services	1,311,500
Support Services	785,240
<b>Sub Total : Service Budgets</b>	<b>5,679,040</b>
Support Services	969,780
External Interest and Other Similar Charges	768,130
<b>Sub Total : Support Service Costs, Depreciation and Impairment</b>	<b>1,737,910</b>
<b>Total Expenditure</b>	<b>7,416,950</b>
<b>Income</b>	
Government Grants	(2,935,060)
Other Grants, Reimbursements And Contributions	(238,890)
Customer and Client Receipts - Fees and Charges	(935,140)
Customer and Client Receipts - Rents	(986,040)
<b>Sub Total : Service Budgets</b>	<b>(5,095,130)</b>
<b>Total Income</b>	<b>(5,095,130)</b>
<b>Net Expenditure</b>	<b>2,321,820</b>

## Education and Early Years

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	5,909,580
Premises-Related Expenditure	405,220
Transport-Related Expenditure	1,672,190
Supplies & Services	10,661,840
Third Party Payments	3,451,490
Transfer Payments	46,200
Support Services	8,600
<b>Sub Total : Service Budgets</b>	<b>22,155,120</b>
Employees	558,020
Supplies & Services	13,112,360
<b>Sub Total : Corporate Items</b>	<b>13,670,380</b>
Support Services	2,567,790
External Interest and Other Similar Charges	10,601,470
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>13,169,260</b>
<b>Total Expenditure</b>	<b>48,994,760</b>
<b>Income</b>	
Government Grants	(19,919,870)
Other Grants, Reimbursements And Contributions	(3,017,990)
Customer and Client Receipts - Fees and Charges	(3,415,270)
Interest Revenue Sources	(12,000)
<b>Sub Total : Service Budgets</b>	<b>(26,365,130)</b>
Government Grants	(8,987,700)
Interest Revenue Sources	(5,180)
<b>Sub Total : Corporate Items</b>	<b>(8,992,880)</b>
<b>Total Income</b>	<b>(35,358,010)</b>
<b>Net Expenditure</b>	<b>13,636,750</b>



## Economy, Skills and Neighbourhoods Management

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	510,220
Transport-Related Expenditure	640
Supplies and Services	28,390
<b>Sub Total : Service Budgets</b>	<b>539,250</b>
Support Services	212,680
External Interest and Other Similar Charges	5,140
<b>Sub Total : Support Service Costs, Depreciation and Impairment</b>	<b>217,820</b>
<b>Total Expenditure</b>	<b>757,070</b>
<b>Income</b>	
Government Grants	(150,000)
Other Grants, Reimbursements And Contributions	(51,760)
Customer and Client Receipts - Fees and Charges	(50,000)
<b>Sub Total : Service Budgets</b>	<b>(251,760)</b>
Central Support Service Recharge Income	(655,310)
<b>Sub Total : Support Service Costs, Depreciation and Impairment</b>	<b>(655,310)</b>
<b>Total Income</b>	<b>(907,070)</b>
<b>Net Expenditure</b>	<b>(150,000)</b>

## Schools

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Supplies & Services	403,920
<b>Sub Total : Service Budgets</b>	<b>403,920</b>
Support Services	37,880
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>37,880</b>
<b>Total Expenditure</b>	<b>441,800</b>
<b>Income</b>	
Other Grants, Reimbursements And Contributions	(135,290)
Customer and Client Receipts - Fees and Charges	(307,480)
<b>Sub Total : Service Budgets</b>	<b>(442,770)</b>
<b>Total Income</b>	<b>(442,770)</b>
<b>Net Expenditure</b>	<b>(970)</b>

## Environmental Services

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	15,395,610
Premises-Related Expenditure	43,990
Transport-Related Expenditure	6,022,720
Supplies & Services	6,631,260
Support Services	2,223,340
<b>Sub Total : Service Budgets</b>	<b>30,316,920</b>
Supplies & Services	4,245,310
Third Party Payments	33,465,350
External Interest and Other Similar Charges	894,410
<b>Sub Total : Corporate Items</b>	<b>38,605,070</b>
Support Services	5,361,560
External Interest and Other Similar Charges	8,622,740
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>13,984,300</b>
<b>Total Expenditure</b>	<b>82,906,290</b>
<b>Income</b>	
Government Grants	(84,920)
Other Grants, Reimbursements And Contributions	(859,130)
Customer and Client Receipts - Fees and Charges	(8,523,850)
Customer and Client Receipts - Rents	(34,750)
Interest Revenue Sources	(25,000)
Internal Recharges Income	(5,336,890)
<b>Sub Total : Service Budgets</b>	<b>(14,864,540)</b>
Government Grants	(2,471,130)
Internal Recharges Income	(30,000)
<b>Sub Total : Corporate Items</b>	<b>(2,501,130)</b>
Central Support Service Recharge Income	(206,540)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(206,540)</b>
<b>Total Income</b>	<b>(17,572,210)</b>
<b>Net Expenditure</b>	<b>65,334,080</b>





  
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Health and Wellbeing



# Health and Wellbeing

The portfolio includes the following services:

## Adults Services

The Adult division within the Portfolio can be split into four broad strands of care management / social work intervention, adult provider services, client support services and commissioning.

Care Management/ Social Work Intervention

The Social Work/Care Management Services main responsibilities are:

- Safeguarding adults from abuse or neglect
- Ensuring that those with mental health problems are not a risk to themselves or others
- Meeting the Council's legal duties regarding the financial and legal affairs of those with no or limited mental capacity
- Carrying out the formal assessments relating to the provision of community care and residential care under a range of legislation and case law including the Care Act 2014, Mental Capacity Act 2005 and Mental Health Acts.
- Implementing Government policy including the transformation agenda for people with learning disabilities and the mental health concordat
- Helping older and disabled people plan the support they receive from Personal Budgets and ensure that these outcomes are tailored to individual needs
- Supporting Carers
- Providing integrated services with health partners through a self-care/community asset approach
- Carers support and assessments
- The commissioning of personal care services that meet the individual's statutorily assessed needs for community care services such as home care, day care and residential care
- The provision of personal budgets and support plans for those people eligible who prefer to have their needs met by way of a direct payment
- A Social Work and Care Management service that meets the Council's statutory obligations in terms of safeguarding, mental health legislation, Court of Protection and mental capacity requirements



**Maggie Kufeldt**, Executive Director,  
Health and Wellbeing

## Adult Provider

Adult Social Care has a responsibility to shape and develop the market so as to ensure vulnerable people can access appropriate levels of support to maximise their independence.

A range of providers are commissioned by the Council from the voluntary, third sector and independent providers. Areas of service provision include for example:

- Home support
- Residential care
- Supported housing and housing with care services

The Council operates a wholly-owned company, Miocare Ltd. The provider offers 17 distinct services and includes for example:

- Reablement
- Helpline service
- Residential services
- Supported housing
- Wellbeing services
- Shared lives

Monthly relationship management meetings, quarterly performance management meetings and annual review meetings take place between the Council and the company.

## Client Support

A service that has responsibility for the financial aspects of working with adults at risk including:

- Money management
- Income and Assessment to enable charges to be calculated
- Brokerage
- Oversight of carers support

## Commissioning

This service has responsibility for:

- The development of a care market to meet the needs of adults at risk
- A range of preventative and information services that seek to avoid high cost solutions through early intervention and signposting
- Promoting a preventative agenda which includes:
  - » Target prevention through early help and peer support
  - » Reablement and intermediate care
  - » Commissioning of key services such as care homes and home support
  - » Policy implementation around prevention and housing
  - » Managing a range of contracts that the council has with providers

## Children's Social Care and Early Help

The Children's Social Care and Early Help service within the Health and Wellbeing Portfolio ensures the Council meets its statutory requirements as an Authority in respect of children and young people's welfare.

The Children Act 1989 Section 17 imposes a general duty on Local Authorities to safeguard and promote the welfare of children in need in their area and so far as is consistent with that duty to promote the upbringing of children by their families by providing a range and level of services appropriate to those children's needs.

Every Local Authority must protect and promote the welfare of children in need in its area, defined in law as children who are aged under 18 and:

- need Local Authority services to achieve or maintain a reasonable standard of health or development;
- need Local Authority services to prevent significant or further harm to health or development; and
- are disabled.

The other main functions of Children's Social Care are provided under S47 of the Children Act 1989 (duty to investigate) and services provided to Children who are Looked After. The Children and Families Act 2014 brings additional requirements to the way the functions are discharged – in particular for Children with special educational needs or disabilities, adoption and welfare of children, to include young carers, children's homes and staying put arrangements.

The service arrangements for 2017/18 are as follows:

- MASH
- Early Help
- Children's Assessment and Care Management Teams
- After Care Team
- Fostering Team
- Adoption Team
- Children with Additional & Complex Needs Team
- Safeguarding Unit (including IROs)
- Family Centres (x3)
- Children's Homes (1 Council run and 2 commissioned facilities)
- Adolescent Support Unit
- Gemini House – Short Breaks for Children with Disabilities

The respective teams are responsible for assessing and providing services to children and their families across



a range of thresholds within the context of the Children Act (1989), from those defined at the lower end of the threshold (children defined as 'in need') to those deemed to require child protection plans or to be 'Looked After' by the local authority.

The Early Help service offers interventions at the earliest possible opportunity and provides a range of support to individuals from all age ranges, this can be through self-help, access to groups in a local area, light touch engagement up to 12 weeks or more intensive support up to 6 to 9 months when there are complex issues to resolve. A lead worker will take responsibility for supporting the individual or family to understand their issues, to make their own decisions and behaviour change resulting in them becoming more resilient and independent.

The MASH (multi-agency safeguarding hub) delivers the infrastructure to support systems and processes required for the appropriate lead workers to provide the right type of intervention. The Multi-Agency Safeguarding Hub has been designed to be a single point of contact in respect of all safeguarding concerns for Children, Young People and Vulnerable Adults in Oldham. On referral, if it is decided that there aren't safeguarding concerns there is an opportunity to provide alternative support through Early Help providing interventions to individuals and families where there are complex dependencies, vulnerability and emerging needs.

The Director of Children's Social Care and Early Help also has strategic responsibility for a number of community and targeted services that are closely associated and aligned to meeting the needs of our residents, as follows:-

Targeted youth provision is commissioned via Positive Steps and delivers the following services;

- Youth Justice Service including prevention (statutory requirement delivered on behalf of the Council)
- Early Help
- OASIS (children and young people's drug and alcohol service)
- Targeted IAG (Information Advice and Guidance)
- Teenage pregnancy and sexual health

The Districts Executives and their Teams sit within this Portfolio, it is their responsibility to enable local democratic processes to be fulfilled, to work to District plans that deliver against local priorities within the defined geographical area and commission activity aligned to the priorities on behalf of the residents, facilitating the delivery of the co-operative ethos.

The Stronger Communities Service encompasses community cohesion, delivery and implementation of Prevent and provide to local community groups. It supports work to further the co-operative agenda across the borough. The service addresses issues which damage communities and create tensions, such as hate crime and youth gang violence. Its intelligence gathering and analysis provides an evidence base to enable effective targeting of the response to crime and anti-social behaviour allowing effective engagement within our communities to take place through community development work. Prevent focuses on challenging views around radicalisation and extremism and works actively within communities and schools. It also supports the development of capacity in the third sector and initiatives to promote social and financial inclusion – for example through working on the provision of legal and advice services with Oldham Citizens Advice Bureau and access to affordable finance with Oldham Credit Union. The work of the service prevents problems which put pressure on the public purse, supports communities in becoming more productive, and helps build capacity for co-operative delivery of services in the future.

The Community Safety Services work to reduce crime and fear of crime across the borough. Working closely with Police and other key partners, the service supports some of our most vulnerable residents such as victims of domestic violence or repeat anti-social behaviour through Community Safety Officers working in the districts. The change to a neighbourhood working approach has meant better outcomes delivered co-operatively with the community and has delivered significant savings on the old structure.

## Public Health

The Council has a number of public health commissioning responsibilities together with overall responsibility for improving health at borough level.

The national Public Health outcomes framework sets out key outcomes of interest for partners in improving health.

A number of mandated ('M') and non-mandated services are the responsibility of Councils to ensure that they are provided;

- Tobacco control and smoking cessation services
- Alcohol and drug misuse services
- Public health services for children aged 0-5 (including the Healthy Child Programme 0 to 5) (M)
- Public health services for children and young people aged 5 to 19 (including Healthy Child Programme 5 to 19)
- The National Child Measurement Programme (M)

- Interventions to tackle obesity such as community lifestyle and weight management services
- Locally-led nutrition initiatives
- Increasing levels of physical activity in the local population
- NHS Health Check Programmes (M)
- Public mental health services
- Dental public health services
- Accidental injury prevention
- Population level interventions to reduce and prevent birth defects
- Behaviour and lifestyle campaigns to prevent cancer and long-term conditions
- Local initiatives on workplace health
- Supporting, reviewing and challenging delivery of key public health funded and NHS delivered services such as immunisation and screening programmes
- Comprehensive sexual health services (including testing and treatment for sexually transmitted infections, contraception outside of the GP contract and sexual health promotion and disease prevention) (M)
- Local initiatives to reduce excess deaths as a result of seasonal mortality
- The Local Authority role in dealing with health protection incidents, outbreaks and emergencies (M)
- Public health aspects of promotion of community safety, violence prevention and response
- Public health aspects of local initiatives to tackle social exclusion
- Local initiatives that reduce public health impacts of environmental risks
- Providing public health support to health care commissioners (M)

### **Commissioning Arrangements**

Services that transferred to the Council from the NHS are almost wholly funded from within the Public Health Grant. However the responsibility for achieving public health outcomes will require the collective efforts of all partners if public health outcomes are to be achieved.

Oldham's Public Health Transformation Fund puts funding into mainstream service and commissioning budgets where it can be shown that the funded activities deliver improved public health priority outcomes.

### **Heritage, Libraries and Arts**

The service delivers a high-quality cultural offer across the borough. The service ensures maximum value for money by seeking opportunities to work in partnership with the wider cultural sector. This is exemplified by the development of the Cultural Quarter, bringing together the Council, partners and arts organisations to deliver an excellent cultural legacy for Oldham's future, encapsulated in the Oldham Coliseum and Heritage Centre and the emergence of a Cultural Trust for the borough.

### **Leisure and Youth**

The service delivers a range of high quality services that improve the outcomes of Children and Young people including the Youth Service, Detached Youth, Alternative Curriculum, Children's University, Oldham Pledge, Schools Linking, Outdoor and Environmental Education, School Swimming and Sport Development.

The service leads on the client relationship and management of the Leisure Contract.

It delivers youth work provision providing support to young people to be actively engaged in decision making through formal youth voice vehicles – including Children in Care Council, Youth Council and Barrier Breakers.

It monitors and manages the Mahdlo contract.

Delivers a targeted Detached Youth programme.

It delivers the Sport and Leisure offer for the Borough and engages with regional and national bodies.

It delivers the Oldham Sport and Physical Activity Action Plan to support the delivery of the GM Moving Strategy, delivery of the GM MOU and the delivery of Oldham's ambition to reduce inactivity leading to a decrease in the number of people inactive across all lifecycles.

The service leads on the delivery of sign off of the Oldham Playing Pitch Strategy and other leisure and sport related strategies including leisure and sport facility developments.

## Health & Wellbeing

Portfolio Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	29,179,400
Premises-Related Expenditure	369,940
Transport-Related Expenditure	801,640
Supplies & Services	52,034,270
Third Party Payments	60,545,220
Transfer Payments	1,062,390
Support Services	2,224,420
<b>Sub Total : Service Budgets</b>	<b>146,217,280</b>
Supplies & Services	2,760,620
Third Party Payments	50,040
<b>Sub Total : Corporate Items</b>	<b>2,810,660</b>
Support Services	8,335,580
External Interest and Other Similar Charges	3,084,530
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>11,420,110</b>
<b>Total Expenditure</b>	<b>160,448,050</b>
<b>Income</b>	
Miscellaneous And Initiative Expenses	(40,000)
Government Grants	(1,510,870)
Other Grants, Reimbursements And Contributions	(40,271,580)
Customer and Client Receipts - Sales	(16,800)
Customer and Client Receipts - Fees and Charges	(7,578,670)
Customer and Client Receipts - Rents	(38,450)
<b>Sub Total : Service Budgets</b>	<b>(49,456,370)</b>
Government Grants	(1,965,030)
<b>Sub Total : Corporate Items</b>	<b>(1,965,030)</b>
Central Support Service Recharge Income	(753,460)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(753,460)</b>
<b>Total Income</b>	<b>(52,174,860)</b>
<b>Net Expenditure</b>	<b>108,273,190</b>

## Adults Social Care

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	7,264,110
Transport-Related Expenditure	131,630
Supplies & Services	16,528,070
Third Party Payments	50,808,660
Support Services	698,500
<b>Sub Total : Service Budgets</b>	<b>75,430,970</b>
Third Party Payments	50,040
<b>Sub Total : Corporate Items</b>	<b>50,040</b>
Support Services	2,964,440
External Interest and Other Similar Charges	358,470
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>3,322,910</b>
<b>Total Expenditure</b>	<b>78,803,920</b>
<b>Income</b>	
Miscellaneous And Initiative Expenses	(40,000)
Other Grants, Reimbursements And Contributions	(24,623,810)
Customer and Client Receipts - Fees and Charges	(4,328,820)
Customer and Client Receipts - Rents	(20,470)
<b>Sub Total : Service Budgets</b>	<b>(29,013,100)</b>
Government Grants	(161,570)
<b>Sub Total : Corporate Items</b>	<b>(161,570)</b>
<b>Total Income</b>	<b>(29,174,670)</b>
<b>Net Expenditure</b>	<b>49,629,250</b>

## Safeguarding

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	12,180,410
Premises-Related Expenditure	3,200
Transport-Related Expenditure	271,220
Supplies & Services	2,773,960
Third Party Payments	7,956,560
Transfer Payments	1,062,390
Support Services	132,140
<b>Sub Total : Service Budgets</b>	<b>24,379,880</b>
Support Services	2,232,710
External Interest and Other Similar Charges	181,970
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>2,414,680</b>
<b>Total Expenditure</b>	<b>26,794,560</b>
<b>Income</b>	
Government Grants	(271,330)
Other Grants, Reimbursements And Contributions	(1,359,650)
Customer and Client Receipts - Fees and Charges	(119,140)
<b>Sub Total : Service Budgets</b>	<b>(1,750,120)</b>
<b>Total Income</b>	<b>(1,750,120)</b>
<b>Net Expenditure</b>	<b>25,044,440</b>



## Public Health (Client and delivery)

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	2,570,470
Premises-Related Expenditure	7,000
Transport-Related Expenditure	295,490
Supplies & Services	28,142,950
Support Services	435,940
<b>Sub Total : Service Budgets</b>	<b>31,451,850</b>
Support Services	736,090
External Interest and Other Similar Charges	1,387,100
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>2,123,190</b>
<b>Total Expenditure</b>	<b>33,575,040</b>
<b>Income</b>	
Government Grants	(107,000)
Other Grants, Reimbursements And Contributions	(9,543,830)
Customer and Client Receipts - Fees and Charges	(1,584,680)
<b>Sub Total : Service Budgets</b>	<b>(11,235,510)</b>
<b>Total Income</b>	<b>(11,235,510)</b>
<b>Net Expenditure</b>	<b>22,339,530</b>

## Health and Wellbeing Management

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	331,670
Premises-Related Expenditure	2,430
Transport-Related Expenditure	1,310
Supplies & Services	188,900
<b>Sub Total : Service Budgets</b>	<b>524,310</b>
Support Services	368,090
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>368,090</b>
<b>Total Expenditure</b>	<b>892,400</b>
<b>Income</b>	
Government Grants	(33,000)
Other Grants, Reimbursements And Contributions	(105,940)
<b>Sub Total : Service Budgets</b>	<b>(138,940)</b>
Central Support Service Recharge Income	(753,460)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(753,460)</b>
<b>Total Income</b>	<b>(892,400)</b>
<b>Net Expenditure</b>	<b>0</b>

## Community Services

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	6,832,740
Premises-Related Expenditure	357,310
Transport-Related Expenditure	101,990
Supplies & Services	4,400,390
Third Party Payments	1,780,000
Support Services	957,840
<b>Sub Total : Service Budgets</b>	<b>14,430,270</b>
Supplies & Services	2,760,620
<b>Sub Total : Corporate Items</b>	<b>2,760,620</b>
Support Services	2,034,250
External Interest and Other Similar Charges	1,156,990
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>3,191,240</b>
<b>Total Expenditure</b>	<b>20,382,130</b>
<b>Income</b>	
Government Grants	(1,099,540)
Other Grants, Reimbursements And Contributions	(4,638,350)
Customer and Client Receipts - Sales	(16,800)
Customer and Client Receipts - Fees and Charges	(1,546,030)
Customer and Client Receipts - Rents	(17,980)
<b>Sub Total : Service Budgets</b>	<b>(7,318,700)</b>
Government Grants	(1,803,460)
<b>Sub Total : Corporate Items</b>	<b>(1,803,460)</b>
<b>Total Income</b>	<b>(9,122,160)</b>
<b>Net Expenditure</b>	<b>11,259,970</b>





Corporate and Commercial Services

5



# Corporate and Commercial Services

The Corporate and Commercial Services portfolio consists of the following:

## Legal and Democratic Services provide:

- Legal advice and representation for the Council, including Monitoring Officer duties
- Constitutional Services support to Council, Cabinet, Overview and Scrutiny, District Executives and other Council committees and boards
- Elections and Land Charges services
- Civic and Political support services
- The Registrars Service

## The Finance Service provides the following:

- Financial (Section 151) responsibilities including:
  - » leading the financial planning (short, medium and long term) and budget monitoring processes for the Council incorporating the General Fund Revenue Budget, Housing Revenue Account (HRA), Collection Fund, Capital Programme and Dedicated Schools Grant (DSG) funding
  - » providing financial management information and advice to elected Members, the Executive Management Team and other senior Council officers, Head Teachers, School Governors and Service Managers
- Ensuring optimum use of available resources and management of General Fund revenue, HRA, DSG and capital budgets
- Treasury and cash flow management
- Internal audit assurance and safeguarding of Council assets
- Risk management and insurance services
- Liaison with external auditors
- Preparation of the Council's accounts
- Specialist financial advice on major projects and Council service developments and investments
- Financial systems maintenance and development
- Working with other Councils and partners on the financial aspects of devolution and related initiatives
- Working with National Health Service partners to support the integration of service delivery particularly with regard to Adult Social Care including the administration and management of pooled budgets
- Revenue and Benefits and Business Support Services which include:
  - » Strategy and policy development for Revenues and Benefits Services
  - » Client side management of the Councils contractual relationship with the Unity Partnership for:
- Council Tax, Business Rates and Housing Benefits services
- Accounts Payable and Accounts Receivable services
  - » Welfare Rights Services, providing support to residents to maximise income, minimise debt and manage their financial position by assisting in the preparation and management of claims for Housing Benefit, tax credits and grants including representation at tribunals
  - » Monitoring and reviewing the impact of Welfare Reform programme and legislation



**Ray Ward** Executive Director,  
Corporate and Commercial Services

## Commercial and Transformational Services provides the following services:

- The Strategic Sourcing Team delivers the following services:
  - » Ensures all goods and services are procured in an open and transparent manner, in line with legislation and other regulations and delivering cost effectiveness
  - » Ensures social value benefits are delivered for all procurement activity
- The Strategic Relationship Management Team delivers the following services:
  - » Manages and delivers value for money across the strategic contracts optimising delivery over the medium and longer term
  - » Contract Relationship Management for the Council's PFI projects
  - » Manages performance and assures commercial management across the supply base
- The ICT Service Team delivers the following services:
  - » Client side functions and business relationships for Unity Partnership ICT
  - » Strategic ICT, including infrastructure, transformation, investment and programmes
  - » Information Governance including: Freedom of Information and Data Protection advice and monitoring and ensuring that data stored in Council systems and networks remains secure
  - » Schools technician services
- The Customer Services Team delivers the following services:
  - » Strategic and policy development for customer services including the Customer Transformation Programme
  - » Client side management of the Unity Partnership for customer services
- The Programme Management Office delivers the following services:
  - » Support and co-ordination of the delivery of strategic organisational change
  - » Support to the delivery of Council programmes and projects through advising on governance, risk management and benefits delivery using appropriate gateway processes and project resource management

## People Services provides the following services:

- Strategic human resources including organisational development
- Client management of the Unity Partnership for human resource advisory services, transactional human resource services and payroll
- The Business Intelligence service is responsible for providing a wide range of intelligence activities which are determined by the organisation's priorities. This intelligence, some of which is a statutory requirement, informs decision-making, organisational policy formulation and ultimately contributes to determining strategic direction. Furthermore it carries out horizon scanning with a view to determining any implications for Oldham, leads and delivers on service improvement and service re-design.

## Corporate and Commercial Services

Portfolio Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	12,007,460
Premises-Related Expenditure	110,840
Transport-Related Expenditure	60,450
Supplies & Services	14,227,330
Transfer Payments	263,240
Support Services	3,620
<b>Sub Total : Service Budgets</b>	<b>26,672,940</b>
Employees	718,720
Premises-Related Expenditure	1,339,590
Transport-Related Expenditure	274,580
Supplies & Services	3,918,620
Transfer Payments	77,525,910
<b>Sub Total : Corporate Items</b>	<b>83,777,420</b>
Support Services	5,693,070
External Interest and Other Similar Charges	754,810
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>6,447,880</b>
<b>Total Expenditure</b>	<b>116,898,240</b>
<b>Income</b>	
Government Grants	(1,189,440)
Other Grants, Reimbursements And Contributions	(3,971,030)
Customer and Client Receipts - Fees and Charges	(2,056,280)
<b>Sub Total : Service Budgets</b>	<b>(7,216,750)</b>
Government Grants	(78,012,770)
<b>Sub Total : Corporate Items</b>	<b>(78,012,770)</b>
Central Support Service Recharge Income	(26,614,990)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(26,614,990)</b>
<b>Total Income</b>	<b>(111,844,510)</b>
<b>Net Expenditure</b>	<b>5,053,730</b>

## Finance

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	4,435,690
Premises-Related Expenditure	34,520
Transport-Related Expenditure	13,180
Supplies & Services	5,069,140
Transfer Payments	263,240
<b>Sub Total : Service Budgets</b>	<b>9,815,770</b>
Employees	718,720
Premises-Related Expenditure	1,339,590
Transport-Related Expenditure	274,580
Supplies & Services	3,818,620
Transfer Payments	77,525,910
<b>Sub Total : Corporate Items</b>	<b>83,677,420</b>
Support Services	1,693,810
External Interest and Other Similar Charges	181,180
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>1,874,990</b>
<b>Total Expenditure</b>	<b>95,368,180</b>
<b>Income</b>	
Government Grants	(893,510)
Other Grants, Reimbursements And Contributions	(1,578,390)
Customer and Client Receipts - Fees and Charges	(766,480)
<b>Sub Total : Service Budgets</b>	<b>(3,238,380)</b>
Government Grants	(78,012,770)
<b>Sub Total : Corporate Items</b>	<b>(78,012,770)</b>
Central Support Service Recharge Income	(9,744,190)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(9,744,190)</b>
<b>Total Income</b>	<b>(90,995,340)</b>
<b>Net Expenditure</b>	<b>4,372,840</b>

## Legal Services

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	2,181,130
Premises-Related Expenditure	49,790
Transport-Related Expenditure	34,050
Supplies & Services	1,513,710
<b>Sub Total : Service Budgets</b>	<b>3,778,680</b>
Supplies & Services	100,000
<b>Sub Total : Corporate Items</b>	<b>100,000</b>
Support Services	659,730
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>659,730</b>
<b>Total Expenditure</b>	<b>4,538,410</b>
<b>Income</b>	
Government Grants	(81,020)
Other Grants, Reimbursements And Contributions	(55,760)
Customer and Client Receipts - Fees and Charges	(671,780)
<b>Sub Total : Service Budgets</b>	<b>(808,560)</b>
Central Support Service Recharge Income	(3,244,700)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(3,244,700)</b>
<b>Total Income</b>	<b>(4,053,260)</b>
<b>Net Expenditure</b>	<b>485,150</b>



## Commercial and Transformation Services

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	1,707,800
Premises-Related Expenditure	510
Transport-Related Expenditure	10,330
Supplies & Services	7,009,840
<b>Sub Total : Service Budgets</b>	<b>8,728,480</b>
Support Services	1,920,680
External Interest and Other Similar Charges	552,430
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>2,473,110</b>
<b>Total Expenditure</b>	<b>11,201,590</b>
<b>Income</b>	
Government Grants	(164,910)
Other Grants, Reimbursements And Contributions	(1,659,990)
Customer and Client Receipts - Fees and Charges	(478,620)
<b>Sub Total : Service Budgets</b>	<b>(2,303,520)</b>
Central Support Service Recharge Income	(8,908,270)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(8,908,270)</b>
<b>Total Income</b>	<b>(11,211,790)</b>
<b>Net Expenditure</b>	<b>(10,200)</b>

## People

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	3,322,980
Premises-Related Expenditure	26,020
Transport-Related Expenditure	2,780
Supplies & Services	599,240
Support Services	3,620
<b>Sub Total : Service Budgets</b>	<b>3,954,640</b>
Support Services	1,010,240
External Interest and Other Similar Charges	21,200
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>1,031,440</b>
<b>Total Expenditure</b>	<b>4,986,080</b>
<b>Income</b>	
Government Grants	(50,000)
Other Grants, Reimbursements And Contributions	(676,890)
Customer and Client Receipts - Fees and Charges	(139,400)
<b>Sub Total : Service Budgets</b>	<b>(866,290)</b>
Central Support Service Recharge Income	(3,913,850)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(3,913,850)</b>
<b>Total Income</b>	<b>(4,780,140)</b>
<b>Net Expenditure</b>	<b>205,940</b>

## Corporate and Commercial Services Management

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	359,860
Transport-Related Expenditure	110
Supplies & Services	35,400
<b>Sub Total : Service Budgets</b>	<b>395,370</b>
Support Services	408,610
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>408,610</b>
<b>Total Expenditure</b>	<b>803,980</b>
<b>Income</b>	
Central Support Service Recharge Income	(803,980)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(803,980)</b>
<b>Total Income</b>	<b>(803,980)</b>
<b>Net Expenditure</b>	<b>0</b>







Chief Executive

6



# Chief Executive

The Chief Executive portfolio includes the following services:

## Chief Executive

This includes the budgets for the Council's Chief Executive and Executive Management Team.

Each Executive Director is responsible for one of the following portfolios:

- Economy, Skills and Neighbourhoods
- Health and Wellbeing
- Corporate and Commercial

## Strategy, Partnerships and Policy Team

The Strategy, Partnerships and Policy Team (SPPT) cover a range of areas and are responsible for the overall development of the co-operative agenda, Corporate Plan, supporting business planning and the delivery of a number of key strategic projects, e.g. community renewable energy for both Oldham and Greater Manchester. They also lead the national Co-operative Council Innovation Network which has 24 members across England, Scotland and Wales.

The Policy Centre is available as a one-stop shop for the organisation which includes national legislation - issues/ responses; up to date information on strategies/policies; toolkits and good practice guides to support the co-operative agenda. The Team identifies, develops and pilots innovative ways of designing and delivering better services by enabling and encouraging stakeholders from across all sectors to do their bit working with residents in new and different ways.

The Team also leads and supports the work of the Oldham Partnership and its three Commissioning Clusters; making connections locally, regionally and nationally to generate engagement; collaboration and investment to deliver the agreed priorities for Oldham.

## Communications and Marketing

The Communications and Marketing team manages the reputation and communications needs of the Council. Their work covers the whole mix of channels with staff managing, monitoring and building the corporate reputation through campaigns, media relations, publications, social media, digital and design work, and internal communications.

Activity is designed to drive the Council's work and agenda forward – helping employees and Councillors work better together. The aim is to keep residents informed about the Council's work and services so that people are better aware of what and how we deliver services – and why.

## Executive Support

The Executive Support team provides a high quality, comprehensive and flexible support service to the Leader, Deputy Leader, Cabinet Members, Chief Executive, Executive Directors and Directors. The team also has a proactive role in ensuring compliance with, and contributing to, the continuous improvement of corporate frameworks, performance mechanisms and systems.



**Carolyn Wilkins**, Chief Executive

## Chief Executive

Portfolio Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	6,042,070
Premises-Related Expenditure	12,260
Transport-Related Expenditure	29,890
Supplies & Services	596,020
<b>Sub Total : Service Budgets</b>	<b>6,680,240</b>
Third Party Payments	2,088,000
<b>Sub Total : Corporate Items</b>	<b>2,088,000</b>
Support Services	1,247,950
External Interest and Other Similar Charges	63,750
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>1,311,700</b>
<b>Total Expenditure</b>	<b>10,079,940</b>
<b>Income</b>	
Government Grants	(35,000)
Other Grants, Reimbursements And Contributions	(583,420)
Customer and Client Receipts - Fees and Charges	(190,670)
Internal Recharges Income	(4,292,080)
<b>Sub Total : Service Budgets</b>	<b>(5,101,170)</b>
Central Support Service Recharge Income	(3,161,130)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(3,161,130)</b>
<b>Total Income</b>	<b>(8,262,300)</b>
<b>Net Expenditure</b>	<b>1,817,640</b>

## Chief Executive

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	5,329,470
Premises-Related Expenditure	12,260
Transport-Related Expenditure	27,090
Supplies & Services	593,520
<b>Sub Total : Service Budgets</b>	<b>5,962,340</b>
Third Party Payments	2,088,000
<b>Sub Total : Corporate Items</b>	<b>2,088,000</b>
Support Services	1,176,800
External Interest and Other Similar Charges	63,750
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>1,240,550</b>
<b>Total Expenditure</b>	<b>9,290,890</b>
<b>Income</b>	
Other Grants, Reimbursements And Contributions	(568,050)
Customer and Client Receipts - Fees and Charges	(183,550)
Internal Recharges Income	(4,292,080)
<b>Sub Total : Service Budgets</b>	<b>(5,043,680)</b>
Central Support Service Recharge Income	(2,429,570)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(2,429,570)</b>
<b>Total Income</b>	<b>(7,473,250)</b>
<b>Net Expenditure</b>	<b>1,817,640</b>

## Chief Executive Management

Directorate Detail / Category	2017/18 Approved Budget £
<b>Expenditure</b>	
Employees	712,600
Transport-Related Expenditure	2,800
Supplies & Services	2,500
<b>Sub Total : Service Budgets</b>	<b>717,900</b>
Support Services	71,150
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>71,150</b>
<b>Total Expenditure</b>	<b>789,050</b>
<b>Income</b>	
Government Grants	(35,000)
Other Grants, Reimbursements And Contributions	(15,370)
Customer and Client Receipts - Fees and Charges	(7,120)
<b>Sub Total : Service Budgets</b>	<b>(57,490)</b>
Central Support Service Recharge Income	(731,560)
<b>Sub Total : Support Service Costs, Depreciation &amp; Impairment</b>	<b>(731,560)</b>
<b>Total Income</b>	<b>(789,050)</b>
<b>Net Expenditure</b>	<b>0</b>







# Capital Budget Summary

# Capital Budget Summary

Budgets	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Economy, Skills and Neighbourhoods</b>				
Corporate Property	2,909	1,500	1,500	1,500
Children, Young People & Families	371	0	0	0
District Development	185	0	0	0
Other Priority Regeneration Schemes	2,427	0	0	0
Private Sector Housing	417	300	0	0
Royton Development	2,194	0	0	0
Schools	20,200	23,823	2,450	0
Town Centre & Boroughwide Regeneration	11,500	23,514	24,013	4,120
Transportation	12,910	1,975	1,973	1,973
<b>Economy, Skills and Neighbourhoods Total</b>	<b>53,113</b>	<b>51,112</b>	<b>29,936</b>	<b>7,593</b>
<b>Health and Wellbeing</b>				
Adult Social Care	400	400	400	400
Disabled Facilities	1,728	0	0	0
District Investment Fund	390	200	200	200
<b>Health and Wellbeing Total</b>	<b>2,518</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>Corporate and Commercial Services</b>				
IT Investment	3,904	2,849	2,249	1,249
<b>Corporate and Commercial Services Total</b>	<b>3,904</b>	<b>2,849</b>	<b>2,249</b>	<b>1,249</b>
<b>Housing Revenue Account</b>				
Housing Revenue Account	2,848	0	0	0
<b>Housing Revenue Account Total</b>	<b>2,848</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital General</b>				
Funds Yet to Be Allocated	7,400	1,400	0	0
<b>Capital General Total</b>	<b>7,400</b>	<b>1,400</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>69,783</b>	<b>55,961</b>	<b>32,785</b>	<b>9,442</b>

Financing	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Ringfenced Grants</b>				
Challenge Funding	(1,952)	0	0	0
Devolved Formula Capital (DFC)	(1,130)	0	0	0
Early Years	(371)	0	0	0
Flood Defence- Local Levy Fund	(117)	0	0	0
Greater Manchester – Local Highways Flood Damage Fund	(365)	0	0	0
Grant in Aid	(435)	0	0	0
Greater Manchester Integrated Transport Block Grant	(115)	0	0	0
Local Growth and Reform 2 Grant	(1,014)	(1,500)	0	0
<b>Ringfenced Grants Total</b>	<b>(5,499)</b>	<b>(1,500)</b>	<b>0</b>	<b>0</b>
<b>Un-ringfenced</b>				
Basic Need Capital Grant	(15,461)	(22,824)	(2,450)	0
Better Care Fund (incl. Disabled Facilities Grant)	(1,805)	0	0	0
Capital Maintenance	(2,472)	(218)	0	0
Local Transport Plan (LTP) Grant	(223)	0	0	0
LTP Highway Maintenance Grant	(2,900)	(1,975)	(1,973)	(1,973)
Universal Infant Free School Meal	(115)	0	0	0
<b>Un-ringfenced Total</b>	<b>(22,976)</b>	<b>(25,017)</b>	<b>(4,423)</b>	<b>(1,973)</b>
<b>Capital Receipts</b>				
Agreed Council Resources	(6,218)	(7,033)	(2,880)	(1,880)
Revenue Contributions Brought Forward	(3)	(73)	0	0
<b>Capital Receipts Total</b>	<b>(6,221)</b>	<b>(7,106)</b>	<b>(2,880)</b>	<b>(1,880)</b>
<b>Other Contributions</b>				
Contribution from Third Parties	(106)	(4,259)	(3,241)	0
<b>Other Contributions Total</b>	<b>(106)</b>	<b>(4,259)</b>	<b>(3,241)</b>	<b>0</b>
<b>Prudential Borrowing</b>	<b>(32,233)</b>	<b>(10,779)</b>	<b>(22,241)</b>	<b>(5,589)</b>
<b>Revenue Contributions</b>				
Housing Revenue Account	(2,748)	(7,300)	0	0
<b>Revenue Contributions Total</b>	<b>(2,748)</b>	<b>(7,300)</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>(69,783)</b>	<b>(55,961)</b>	<b>(32,785)</b>	<b>(9,442)</b>





Housing Revenue Account (HRA) Budget

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## Housing Revenue Account (HRA) Income and Expenditure Account 2016/17 to 2020/21 Strategic Forecasts

HRA Income & Expenditure Account 2017/18 to 2020/21 Strategic Forecasts	Original 2017/18 £000	Original 2018/19 £000	Original 2019/20 £000	Original 2020/21 £000
<b>Income</b>				
Dwellings rents (gross)	(7,871)	(8,028)	(8,188)	(8,352)
Non Dwelling Rents	(39)	(40)	(40)	(41)
Charges for services and facilities	(988)	(1,092)	(1,103)	(1,114)
Contributions towards Expenditure	(43)	(85)	(249)	(254)
HRA Subsidy ~ PFI Credits	(18,786)	(18,786)	(18,786)	(18,786)
<b>Total Income</b>	<b>(27,727)</b>	<b>(28,031)</b>	<b>(28,366)</b>	<b>(28,547)</b>
<b>Expenditure</b>				
Unitary Charge Payments (PFI2 and PFI4)	22,776	23,064	23,354	23,701
Supervision & Management	457	461	466	470
Depreciation and Impairment of Fixed Assets	146	146	146	146
Rent, rates and other charges	5,131	10,021	2,420	2,449
<b>Total Expenditure</b>	<b>28,510</b>	<b>33,692</b>	<b>26,386</b>	<b>26,766</b>
<b>Net Cost of HRA Services</b>	<b>783</b>	<b>5,661</b>	<b>(1,980)</b>	<b>(1,781)</b>
<b>Interest payable and other similar charges</b>				
Interest and Investment Income	(219)	(219)	(219)	(219)
<b>(Surplus)/Deficit for the year on HRA Services</b>	<b>564</b>	<b>5,442</b>	<b>(2,199)</b>	<b>(2,000)</b>
HRA Balances brought forward	(17,508)	(16,944)	(11,502)	(13,701)
<b>HRA Balances carried forward</b>	<b>(16,944)</b>	<b>(11,502)</b>	<b>(13,701)</b>	<b>(15,701)</b>
<b>Analysis of HRA Balances carried forward</b>				
Balances specifically earmarked for PFI 2 scheme	(10,677)	(5,615)	(5,462)	(5,226)
Balances specifically earmarked for PFI 4 scheme	(6,267)	(5,887)	(8,239)	(10,475)
HRA Balances carried forward	(16,944)	(11,502)	(13,701)	(15,701)





**Oldham**  
Council