

# Budget book

2020-2021



**Oldham**  
Council

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## **Introduction to the 2020/21 Budget Book**

### **Introduction to the 2020/21 Budget Book by Councillor Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance and Low Carbon**



It gives me great pleasure to welcome you to Oldham Council's Budget Book for 2020/21 which sets out details of the planned revenue spending for the financial year as approved at the Budget Council meeting on 26 February 2020.

At the same time as considering the financial challenges facing the Council, it is important to consider the Council's commitment to a co-operative way of working. Based on a set of values and the principle of enabling and motivating everyone to "do their bit", this shapes and influences the policy direction of the Council and its response to the financial challenges it continues to face.

As an organisation, a co-operative approach provides the opportunity to find positive and sustainable solutions to the on-going financial challenges being faced. Oldham has a values driven approach which underpins the way it does business. The Council believes in the importance of fairness and responsibility. In practice, that means maximising the positive social, economic and environmental impact that can be achieved through everything we do as set out in the Council's values. From procurement practices to the pay policy, the Council is using its influence as a commissioner, service provider, facilitator and employer to deliver added social value.

As detailed in the 2019/20 Budget Book, the initial revenue budget reduction target for 2020/21, presented to Council on 27 February 2019, was £22.871m. Since the 2019/20 budget was set, a number of developments have meant it was necessary to adjust future years base budget estimates and revisit a number of expenditure pressure calculations. Subsequently, the budget reduction requirement for 2020/21 was reduced by £3.131m to £19.740m as detailed at the Overview and Scrutiny Performance and Value for Money Select Committee meeting of 23 January 2020.

The Council continued to monitor the forecasts and assumptions underpinning the budget reduction target and also took account of any funding notifications announced by the Government and as a result the budget gap reduced by a further £1.571m to £18.169m. It is important to note that was calculated including the £0.116m of budget reductions approved as part of the 2019/20 budget setting process and £1.660m of Children's Social Care planned efficiencies, all of which were approved on 27 February 2019,

To balance the 2020/21 budget, the Council had to look at a variety of options available to address the budget reduction requirement. As in previous years, budget reductions proposals were sought and £3.011m were identified, leaving £15.158m still to be addressed.

The final measures used to balance the 2020/21 budget that was approved by Council on 26 February 2020 were:

- Taking advantage of the opportunity allowed by Central Government to use capital receipts to fund the revenue costs of transformation. The Council has agreed to finance £3.750m of transformational activity with capital receipts in 2020/21.
- Using a surplus balance within the Collection Fund at a value of £1.400m.

- Using a range of specific reserves at a value of £5.826m (the largest element of which relates to a refund of 2019/20 Waste Levy).
- Using a sum of £4.182m of corporate reserves.

As detailed above, by utilising these additional one off measures, the Council was able to balance its 2020/21 revenue budget although it has increased the savings requirement for the 2021/22 budget. As a consequence, the Council will continue to face significant financial challenges in 2021/22 and the current estimate is that savings of an additional £23.251m will be required in 2021/22.

Addressing the financial challenge has been made more difficult as the Government has only provided grant funding figures for 2020/21 only. There is a total lack of clarity about available funding levels in 2021/22 in future years. The Medium Term Financial Strategy (MTFS) estimates to 2024/25 have therefore been based on best estimates using the information currently available.

As part of the Spending Round announcement in September 2019, the Government stated that a full multi-year spending review would take place in 2020. The Chancellor also declared the end of austerity. This provided some hope that Local Government will continue to receive additional resources or to at least experience a reduced level of funding reductions. However, a range of other proposed revisions to the Local Government Finance regime adds to the uncertainty around funding level.

The Council will rise to whatever challenges are presented. Having been subject to almost a decade of severe funding reductions, increased demand pressures and inflationary pressures, the Council has successfully managed to balance its budget whilst simultaneously protecting service provision as far as possible.

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) are working under a joint leadership structure and together with other health partners are operating as Oldham Cares. There are ambitious plans for the improvement of the delivery of health and social care with further integration of services and this aims to ensure the future financial sustainability of the local health and social care economy.

Locally, health and social care integration will be complemented in neighbourhoods where closer working with police, housing providers, Voluntary, Community, Social, Faith and Enterprise (VCSFE) organisations and others is improving operational efficiency and effectiveness whilst also strengthening local engagement and enabling communities to contribute more significantly to improving outcomes.

For 2020/21, the Council's existing Climate Change Strategy will be replaced by a new five-year Oldham Green New Deal Strategy. The new strategy will set two targets for carbon neutrality – for the Council as an organisation by 2025 and for the borough as a whole by 2030. The Oldham Green New Deal Strategy will focus on meeting these targets through a programme of investment in the green economy in Oldham. This will include physical assets such as solar power and low carbon heat infrastructure as well as innovative approaches to energy generation and consumption for the Council and strategic partners.

Support for the regeneration of the borough remains a key priority. On 16 December 2019 and 27 January 2020, Cabinet approved the Creating a Better Place initiative which framed the Capital Strategy and Capital Programme for 2020/21 to 2024/25. This is structured around proposals for building new homes, creating job opportunities, and re-engaging communities and partners through property and estate co-location and collaboration. As well as these objectives, the strategy aims to significantly reduce the net cost of managing and maintaining corporate land and property assets; the savings from which are expected to make a major contribution towards closing the Council's budget reduction requirement over the medium term. To deliver this programme, the Capital Strategy and Capital Programme include an increased level of planned expenditure and investment to drive forward change and regeneration.

As this budget book was being prepared, the impact of COVID-19 was emerging. The financial plans for 2020/21 were approved before there was an understanding of what COVID-19 meant for the UK and therefore took no account of this emergency. As 2020/21 develops and the impact of COVID-19 becomes evident, the financial plans of the Council will change and adapt to deal with the challenges that arise.

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 2020/21. The careful management of our finances enables us to make fully informed decisions about the appropriate use of Council resources and the delivery of good services that residents need.



## **Explanatory Foreword**

### Message from the Director of Finance – Anne Ryans

Welcome to the 2020/21 Oldham Council Budget Book. The book provides the detail to support the Council's revenue budget that was approved at the Council meeting on 26 February 2020. It also provides a summary of the capital programme and the HRA budget that was also 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 presents:

- The Council's net revenue budget and the funding that supports it;
- Specific revenue grants for 2020/21;
- Information about the Council Tax Taxbase and Business Rates Taxbase;
- Comparisons of Council Tax levels from 2019/20 to 2020/21;
- An analysis of net revenue spending and hence the services that the budget supports;
- The budget strategy for future years 2021/22 to 2024/25;
- The Capital programme (funding and spending areas); and
- The Housing Revenue Account



The second section of the book presents summary revenue budget detail for the 2020/21 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 the Deputy Chief Executive / Strategic Directors/Managing Directors and by Directors and the services within their area.

The approved net revenue expenditure budget for each of these areas is as follows:

Net Revenue Budget per Portfolio	2020/21 £000
People and Place	61,469
Community Services and Adult Social Care	62,552
Children's Services	43,157
Reform	32,303
Commissioning	8,913
Chief Executive	5,348
Other Corporate Budgets	19,782
<b>Net Revenue Budget</b>	<b>233,524</b>

The Other Corporate Budgets in the table above encompass:

- Budgeted resources which have yet to be allocated to specific service areas;
- Parish Precepts;
- Corporate and Democratic Core funding; and
- Capital, Treasury and other technical revenue accounting treatments.

Also included in the Budget Book is a capital budget summary and a Housing Revenue Account budget summary.

## Key Budget Preparation Principles

A key element of the financial planning process is to ensure that the revenue budget aligns with the Capital and Housing Revenue Account (HRA) budgets. Some key principles were established for preparing these budgets for 2020/21 and these are noted below:

1. The starting point for the revenue budget setting would be the 2019/20 original budget adjusted to reflect base budget adjustments (virements) approved throughout the year as part of the Council's financial monitoring process.
2. The Council Tax policy approved within the 2019/20 budget was that for 2020/21, the Council would increase Council Tax by 2% for the Adult Social Care Precept (ASCP) and 1.99% for general purposes; an overall increase of 3.99%. However, mindful of the financial position of the Authority but also the impact of a further increase in Council Tax, the Council Tax policy finally adopted by the Council was to reduce the overall increase to 2.99% (2% Adult Social Care precept and a 0.99% 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 include Levy increases and pressures relating to the National and Local economic situation. There would be a budget allocation for corporate pressures.
4. The original estimates included in the MTFS assumed a 2020/21 pay increase of 2%. However, due to subsequent approved pay increases for other public sector bodies at a higher rate and mindful of the Government's commitment to increase the National Living Wage to £10.50 by 2024 for everyone over 21, pay inflation assumptions were revised to an expected 2.5% increase for 2020/21.
5. The Council would continue to adopt a Living Wage for its staff.
6. Non-pay inflation increases would be limited to contractual requirements only. Services would be expected to manage at 2019/20 funding levels for other non-pay budgets.
7. Pension contribution rates would remain static in accordance with the latest actuarial estimates.
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. Collaboration would continue with the CCG especially with regard to the Better Care Fund/Improved 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 five year period to 2024/25.

## 2020/21 Budget Process

With the overarching budget principles and objectives established, the 2020/21 budget was developed around a timeline so that the Council meeting of 26 February 2020 could agree the revenue budget and thereby set the Council Tax, fees and charges, HRA budget and rent levels, the Capital Strategy, Capital Programme, Treasury Management Strategy, the Council Tax Reduction Scheme for 2020/21 and the Medium Term Financial Strategy (MTFS).

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

1. July/August 2019 – development of budget process based on budget reduction requirements arising from the calculation of continuation budgets and revisions to estimates.
2. September 2019/January 2020 – Member/Officer development and review process for growth/budget reductions proposals including the Budget Review process led by the Leader of the Council.
3. November 18 2019 to 14 February 2020 – Budget proposals consultation with staff, partners, the business community and other stakeholders. Given the nature of the proposals, public consultation was not required.
4. December 16 2019 – Cabinet agreed the 2020/21 Council Tax Base and NDR Tax Base but delegated authority to amend the NDR Tax Base if there was revised information (a delegated decision was taken to vary the NDR Tax Base on 31 January 2020).
5. December 20 2020 – the Provisional Local Government Finance Settlement was announced.
6. January 23 2020 - Overview and Scrutiny Performance and Value for Money (PVFM) Select Committee scrutinised the 2020/21 budget and MTFS for 2020/21 to 2024/25 together with budget reduction proposals totalling £3.011m for 2020/21. The PVFM Select Committee recommended these proposals to Cabinet and scrutinised and recommended to Cabinet the following reports:
  - Revenue and Capital Month 8 Financial Monitoring Report
  - Proposed Revenue Budget 2020/21 & Medium Term Financial Strategy 2020/21 to 2024/25
  - Proposed Capital Strategy and Capital Programme 2020/21 to 2024/25
  - Proposed Housing Revenue Account Estimates for 2020/21 to 2023/24 and Proposed Outturn for 2019/20
  - Proposed Treasury Management Strategy 2020/21
  - Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments 2020 21
  - Proposed Council Tax Reduction Scheme 2020/21
7. February 4 2020 – PVFM scrutinised the main Opposition party's Alternative Budget reduction proposals.
8. February 6 2020 – the Final Local Government Finance Settlement was announced.
9. February 10 2020 – Cabinet considered and recommended to Council the following reports:
  - Proposed Revenue Budget 2020/21 & Medium Term Financial Strategy 2020/21 to 2024/25
  - Proposed Capital Strategy and Capital Programme 2020/21 to 2024/25
  - Proposed Housing Revenue Account Estimates for 2020/21 to 2024/25 and Proposed Outturn for 2019/20
  - Proposed Treasury Management Strategy Statement 2020/21
  - Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments
  - Proposed Council Tax Reduction Scheme 2020/21
10. February 26 2020 – Council approved:
  - The Revenue Budget 2020/21 and Medium Term Financial Strategy 2020/21 to 2024/25 including a Council Tax increase of 2.99% for 2020/21 together with budget reductions of £3.011m, the flexible use of £3.750m of Capital Receipts, the utilisation of £1.400m of Collection Fund Surpluses, £10.008m use of reserves to balance the budget, revised fees and charges and the Pay Policy Statement
  - Capital Strategy and Capital Programme 2020/21 to 2024/25
  - Housing Revenue Account Estimates for 2020/21 to 2024/25 and Proposed Outturn for 2019/20
  - Treasury Management Strategy Statement 2020/21
  - Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments



- Council Tax Reduction Scheme 2020/21

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:

<https://committees.oldham.gov.uk/ieListDocuments.aspx?CId=132&MId=7566>

The Budget at a Glance section of the Budget Book sets out in summary detail, key information on the 2020/21 Revenue Budget, the Capital Programme and the Housing Revenue Account.

At the time of approving the budget on 26 February 2020 the impact of COVID-19 was not anticipated. The budget therefore reflected the position assuming business as usual in alignment with corporate priorities. Clearly, as 2019/20 came to a close, the position dramatically changed. The Council will take appropriate action to address the evolving financial position in 2020/21.



## Council's budget at a glance

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## The Council's Budget at a Glance

### Revenue Budget 2020/21

#### Funding for Council Expenditure

The Council's net revenue expenditure budget for 2020/21 approved at the Council meeting on 26 February 2020 is £233.524m. This is financed by a range of Government grants, Business Rates, Council Tax income and the use of reserves.

The Council received notification of the majority of its Government funding for 2020/21 via the Local Government Finance Settlement. The settlement and associated notifications confirmed the key funding announcements originally announced in the one-year 'fast tracked' Spending Round for 2020/21 presented by the Government on 4 September 2019. The dominance of Brexit within the political agenda meant that this Spending Round replaced the planned Comprehensive Spending Review - this is now expected to conclude by July 2020. The one-year Spending Round confirmed that grant funding for Local Authorities has been 'rolled over' from 2019/20 to 2020/21, with existing 2019/20 Social Care Grants to continue into 2020/21 alongside additional grants for Adult and Children's Social Care and Homelessness.

Alongside the 2019 Spending Round announcement, the Government confirmed that the planned reform to the Business Rate Retention Scheme (including the adoption of a national 75% rates retention scheme) will be slipped by one year to 2021/22 along with the Fair Funding review of the Local Government Finance system. Consequently, the Greater Manchester 100% Business Rates Retention pilot scheme will continue for a further year in 2020/21. Oldham Council will retain 99% of Business Rates collected from businesses in the borough to fund local services, whilst 1% will be paid to the Greater Manchester Combined Authority (GMCA) to help fund Fire and Rescue services. This additional Business Rates income compensates for the removal of other funding streams such as the Revenue Support Grant (RSG) and Public Health Grant. The pilot provides the opportunity to retain a greater share of growth in Business Rates revenues instead of having to pay 50% to Central Government. The Council's estimated Business Rates Tax Base of £50.424m was approved under delegated authority on 27 January 2020.

Business Rates top up grant for 2020/21 is £41.048m, an increase when compared with the 2019/20 allocation. The Council will again receive 'Grants in lieu of Business Rates' (£11.230m for 2020/21) which represent compensation for historic Government policy announcements and events that have the impact of reducing the amount of Business Rates revenue it is possible to collect. This compensation is effectively a substitute for Retained Business Rates income.

The Local Government Finance Settlement confirmed the Improved Better Care Fund allocations published shortly after the 2019 Spending Round announcement at a value of £10.858m for 2020/21. This total includes the continuation of the Winter Pressures Grant which was shown as a separate grant in the 2019/20 budget presentation. The Settlement also confirmed £6.954m of Social Care Support Grant. Whilst the Council received £1.917m in 2019/20, this grant was not expected to continue. This is therefore a new grant for 2020/21 and is £5.037m more than the Council received in 2019/20.

The Council will receive other unringfenced general fund grants in 2020/21 and is able to use this Government funding as it sees fit. These grants include New Homes Bonus (£0.598m), Independent Living Fund (£2.580m), Housing Benefit Administration Grant (£0.778m) and Council Tax Administration Grant (£0.360m). The Flexible Homelessness Support Grant was confirmed to continue in 2020/21 at £0.194m with the Government announcing a further £0.164m of Homeless Reduction Grant – both grants will be passported directly to the Strategic Housing Service, alongside the new allocation of £0.037m for the Rough Sleeping Initiative.

The implementation of new incentives in relation to the administration of benefits will be supported by the Department for Work and Pensions (DWP) New Burdens Grant, at a value of £0.122m in 2020/21. The Council, as a Lead Local Flood Authority, also receives a grant from the Ministry of Housing, Communities and Local Government (MHCLG) which for 2020/21 is at a value of £0.012m.

A number of ringfenced grants underpin the Council's revenue budget. These grants are allocated to fulfil their intended purpose and include Housing Benefit Subsidy and Dedicated Schools Grant (DSG). The DSG is payable by Government for the funding of schools. Over a number of years, the Government has been changing the methodology behind the DSG from locally agreed arrangements to a standard means of allocation known as the National Funding Formula (NFF).

Further detail on the 2020/21 Collection Fund Surplus (£1.400m) and Approved Use of Reserves (£10.008m) is included in the respective sections below.

The Council has increased Council Tax in 2020/21 by a total of 2.99% comprising 2% for the Adult Social Care precept, which is highlighted separately on the face of the Council Tax bill, and a further 0.99% to help support services across the Council. Further detail is included within the Council Tax section.

Although the Council has taken advantage of the opportunity to utilize funding of £3.750m from the flexible use of capital receipts, this is not shown as a separate source of funding underpinning the budget. The anticipated costs of the transformation programme are charged against this funding hence reducing the Council's net revenue expenditure.

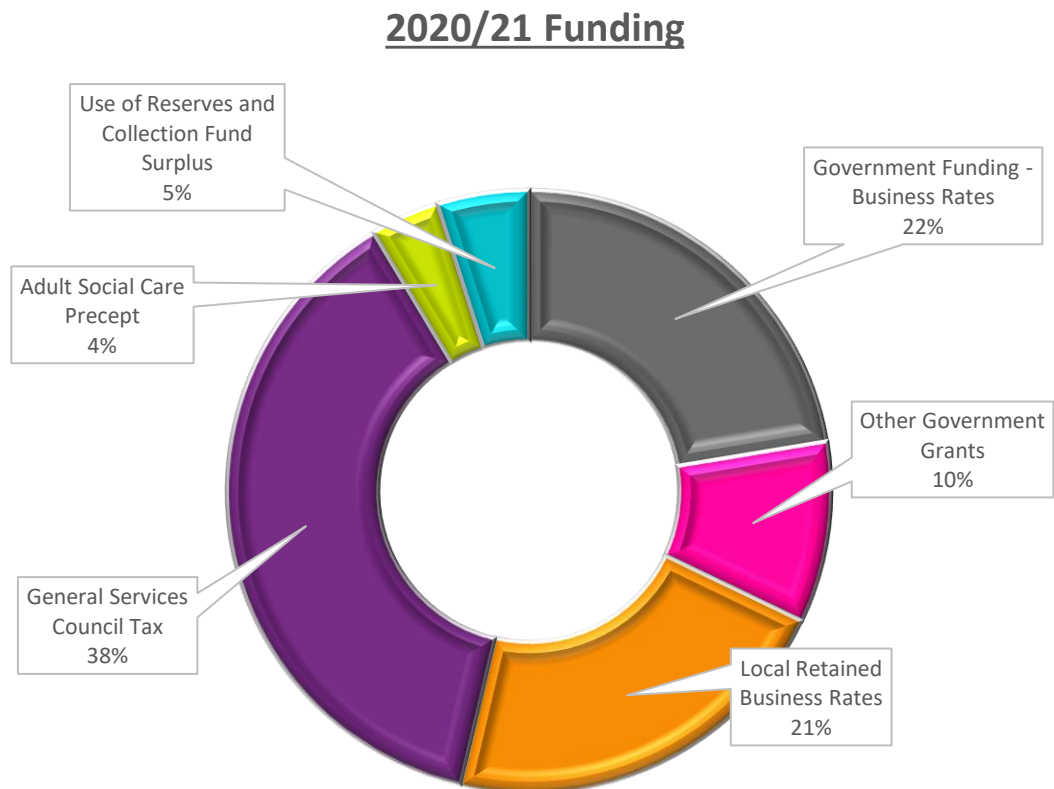
The table below presents the breakdown of funding for 2020/21 together with a comparison to the previous 2 years. It is important to note that the total budget for Council services in 2018/19 and 2019/20 is that as approved at the Council budget setting meeting.

	2018/19 £000	2019/20 £000	2020/21 £000
- Business Rates Top Up Grant	47,975	40,653	41,048
- Grants in Lieu of Business Rates	8,477	10,503	11,230
<b>Government Funding - Business Rates</b>	<b>56,452</b>	<b>51,156</b>	<b>52,278</b>
- Improved Better Care Fund Grant	7,888	9,736	10,858
- Winter Pressures Grant	0	1,122	0
- Adult Social Care Support Grant	701	0	0
- Social Care Support Grant	0	1,917	0
- 2020/21 Social Care Support Grant	0	0	6,954
- Independent Living Fund Grant	2,661	2,580	2,580
- Brexit Preparation Grant	0	105	0
- Housing Benefit & Council Tax Admin. Grant	1,220	1,121	1,138
- New Homes Bonus	1,601	961	598
- DWP - New Burdens Grant	0	104	122
- DWP - Implementation of Universal Credit Grant	272	68	0
- Homelessness - Support Grant & New Burdens Grant	164	256	194
- Homeless Reduction Grant	0	0	164
- Rough Sleeping Initiative Grant	0	0	37
- Lead Local Flood Authority Grant	11	12	12
- Other Grants	118	0	0
<b>Other Government Grants</b>	<b>14,636</b>	<b>17,982</b>	<b>22,657</b>
<b>Local Retained Business Rates</b>	<b>51,352</b>	<b>50,826</b>	<b>50,424</b>
<b>General Services Council Tax</b>	<b>82,386</b>	<b>85,677</b>	<b>88,078</b>
<b>Adult Social Care Precept</b>	<b>4,831</b>	<b>6,691</b>	<b>8,679</b>
<b>Use of Reserves and Collection Fund Surplus</b>	<b>7,264</b>	<b>11,087</b>	<b>11,408</b>
<b>Total GMCA Grants - Mayoral Grant</b>	<b>0</b>	<b>693</b>	<b>0</b>
<b>Total Funding for Council Services</b>	<b>216,921</b>	<b>224,112</b>	<b>233,524</b>

\* It should be noted that the Council Tax figures include an element in respect of the two Parish Councils which, for 2020/21, is a sum of £0.291m.



The pie chart below shows the elements which make up the funding of the 2020/21 Council net revenue budget of £233.524m.



## Oldham Council Specific Revenue Grants 2020/21

The Council anticipates receiving a number of specific and other grants in 2020/21, details of which are shown in the table below:

Name of Grant	2020/21 £000
<b>Ringfenced</b>	
Dedicated Schools Grant*	262,121
Pupil Premium Grant	8,695
Additional grant for schools	3,391
Rural Payments Agency (School Milk)	135
Private Finance Initiative Credits	13,262
Mandatory Rent Allowances: subsidy	45,298
Rent Rebates Granted to Housing Revenue Account Tenants	5,265
Discretionary Housing Payments **	638
Youth Justice Board	496
Youth Remand	134
Arts Council Grant	437
GMCA Adult Education Budget Grant	2,804
Education & Skills Funding Agency - Adult Skills & Community Learning	15
Bikeability Grant	95
UK Border Agency Gateway Grant	24
Controlling Migration Fund	298
Local Authority Asylum Support Liaison Grant	143
GMCA Project Choice Grant	110
Community Safety Grant	35
<b>Total Ringfenced Grants</b>	<b>343,396</b>
<b>Total Unringfenced Grants</b>	<b>74,935</b>
<b>Total Revenue Grants</b>	<b>418,331</b>

\* Prior to Academy recoupment

\*\* Pending final notification

## Council Tax

Band D Council Tax charges for 2020/21, including a comparison to 2019/20 are set out below.

The Council has increased Council Tax in 2020/21 by 2.99%, which incorporates a 0.99% general increase and a 2% increase to generate an Adult Social Care precept (this is the fifth year a 2% Adult Social Care precept has been applied). This increases the Oldham Council Band D Council Tax to £1,672.92, comprising of £1,522.41 for Oldham Council services and the five year impact of £150.51 for the Adult Social Care Precept.

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 and for 2020/21 the RBA consists of an increase in Council Tax comprising a maximum of 2% for general Council Tax plus 2% for the Adult Social Care Precept. Therefore, locally for Oldham, the maximum 2020/21 Council Tax increase available is 4%. The 2020/21 increase of 2.99% is below the 4% threshold for triggering a referendum and therefore not classed as excessive.

The Greater Manchester Mayor, as Police and Crime Commissioner, had the ability to increase the Band D Police Precept by up to £10 in 2020/21. Following a period of consultation with residents the full increase of £10 was confirmed on 14 February 2020 setting an overall Band D precept of £208.30.

The Mayoral General Precept (including Fire Services) was approved on 14 February 2020 at a Band D total of £90.95 (a £14 total increase on 2019/20) comprising £66.20 for Greater Manchester Fire and Rescue Services (an increase of £6.25 on 2019/20) and £24.75 for other Mayoral General functions (an increase of £7.75).

Saddleworth Parish Council increased its Council Tax charge by 4.60% to £22.76 for 2020/21. Shaw and Crompton Parish Council also increased its charge by 2.00% to £16.86 for 2020/21.

Council Tax Element	2019/20 (£)	2020/21 (£)	Increase (£)	Increase (%)
Council Tax for Council Services (Includes Adult Social Care Precept)	1,624.36	1,672.92	48.56	2.99%
Mayoral Police & Crime Commissioner Precept	198.30	208.30	10.00	5.04%
Mayoral General Precept (incl Fire Services)	76.95	90.95	14.00	18.19%
<b>Total Band D Council Tax</b>	<b>1,899.61</b>	<b>1,972.17</b>	<b>72.56</b>	<b>3.82%</b>
Saddleworth Parish Council Precept	21.76	22.76	1.00	4.60%
Shaw & Crompton Parish Council Precept	16.53	16.86	0.33	2.00%

The amount of Council Tax payable per property band by each tax raising body is shown at Appendix 8 of the February 2020 Revenue Budget & Medium Term Financial Strategy Report and is also available on the Council website.

## Council Tax Base

The Tax Base underpinning Council Tax revenues from 2018/19 to 2020/21 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 within the boundary of the borough. The report detailing the calculation and the formal setting of the Tax Base was approved at the Cabinet meeting of 16 December 2019. As can be seen, there has been a steady increase in the Tax Base over three years, with an increase of 970 between 2019/20 and 2020/21.

	2018/19	2019/20	2020/21
Number of Band D equivalent dwellings	55,666	56,693	57,663

Taking into account that the Council Tax for 2020/21 has increased by 2.99% together with the revision to the 2020/21 Tax Base, this has produced a net rise in Council Tax income of £4.376m (inclusive of the Adult Social Care precept) for use by Oldham Council.

## Collection Fund

The Collection Fund is a statutory fund which accounts for Council Tax and Business Rate income and is separate from the Council's General Fund. Precepts for Council Tax and Business Rates are paid or transferred from the Collection Fund to Oldham Council and the GMCA.

Transfers (precepts) out of the Collection Fund for in year Council Tax in 2019/20 and 2020/21 are set out in the table below:

Precepting Body	2019/20 £000	2020/21 £000	Change £000
Oldham Council including Social Care Precept	92,090	96,466	4,376
Mayoral Police and Crime Commissioner Precept	11,242	12,011	769
Mayoral General Precept (Including Fire Services)	4,363	5,244	881
Total	107,695	113,721	6,026

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 GMCA. The 2019/20 Collection Fund forecast outturn position has been calculated at a surplus of £1.470m, with the Council's share (£1.400m) available to support the 2020/21 revenue budget.

## Use of Reserves

The 2020/21 revenue budget was balanced by utilising reserves at a value of £10.008m. This consists of a combination of specific reserves and corporate reserves as detailed in the table below:

	2020/21 £000	2020/21 £000
<b>Use of Specific Reserves</b>		
2019/20 Business Rates Pilot Scheme Gain	1,413	
Waste Levy Refund	3,113	
Business Rates Retention Pilot Scheme Returned Funding	1,300	
<b>Total Use of Specific Reserves</b>		<b>5,826</b>
Use of Corporate Reserves		<b>4,182</b>
<b>Total Use of Reserves</b>		<b>10,008</b>

## Analysis of Net Revenue Expenditure

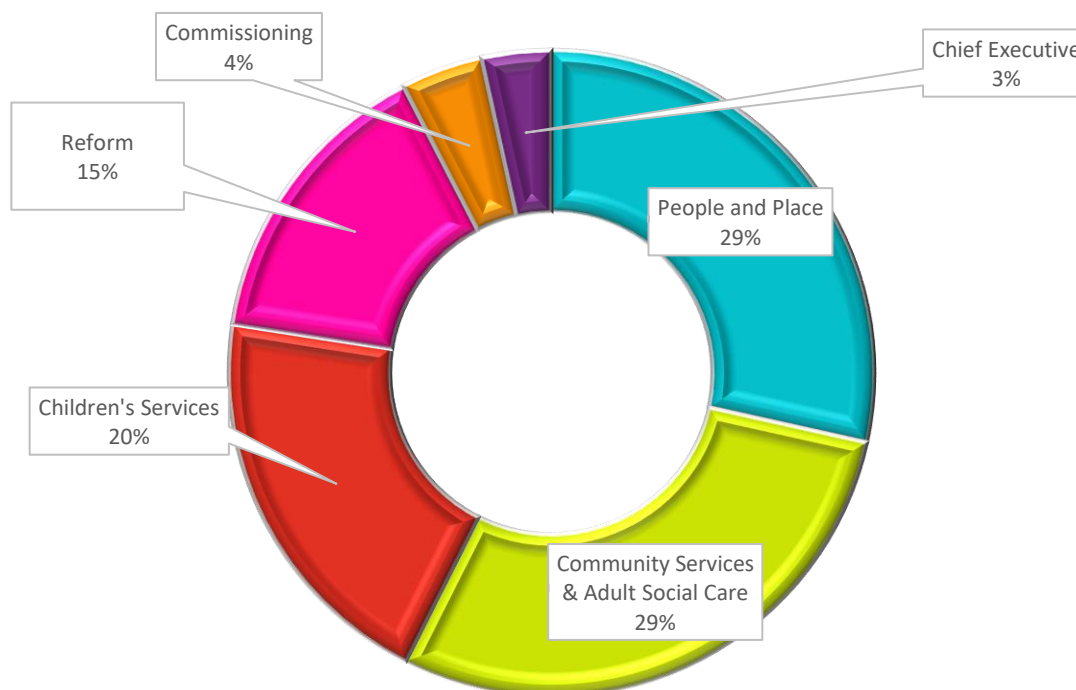
The tables and chart below present the budget by the Portfolios and major Service area as approved at the Council meeting on 26 February 2020. The major areas of spending are focussed, as would be expected on the statutory services. Adults and Children's Services account for 43% of total net revenue spending, with transport and waste collection and disposal (which are within the People and Place Portfolio) the next most significant areas service expenditure.

The revenue costs of financing the Council Capital Programme are included within Other Corporate Budgets, together with the costs of democracy, Parish Precepts and other technical accounting budgets required to comply with the Accounting Codes of Practice.

Net Revenue Budget per Portfolio	2020/21 £000
People and Place	61,469
Community Services and Adult Social Care	62,552
Children's Services	43,157
Reform	32,303
Commissioning	8,913
Chief Executive	5,348
Other Corporate Budgets	19,782
<b>Net Revenue Budget</b>	<b>233,524</b>

### Net Revenue Expenditure Budget by Portfolio

2020/21



The chart above shows 2020/21 revenue expenditure split between the key portfolios.



To provide more detail about the services to which the Council allocates its resources, the table below shows the proportionate net expenditure for the 2020/21 budget by major service area:

Service	£000	%
Adult Social Care	62,552	28
Children's Services	35,938	15
Public Health	17,930	8
Heritage, Libraries & Arts	4,987	2
Education Services	13,847	6
Special Educational Needs	5,707	2
Skills and Employment	2,221	1
Transport	33,167	14
Waste Collection and Disposal	22,378	10
Environmental Services	8,541	4
Youth and Leisure	5,367	2
Communities	2,689	1
Debt Financing	7,747	3
Other Services	10,453	4
<b>TOTAL</b>	<b>233,524</b>	<b>100</b>

### Budget Strategy for Future Years

The Council's MTFS covers a five-year period (currently 2020/21 to 2024/25) and it remains under continuous review as the local, regional and national policy landscape continues to develop and change. In addition, existing financial challenges are subject to change as new issues emerge. Each new issue or change has an impact, sometimes on a one-off basis, but more commonly, a multi-year effect. Estimates are prepared based on the best information available, and after the 2020/21 revenue budget was finalised, the cycle of reviewing the budget reduction requirement for 2021/22 and future years began again.

As the next financial planning cycle progresses, a key task will be to ensure that the suggested level of saving remains deliverable and that there are sufficient robust budget reduction proposals being prepared to contribute to addressing the target. The budget reduction requirement for 2021/22 in part reflects the use of reserves and other one-off measures that have been used to balance the 2020/21 revenue budget. Given the scale of the on-going challenge, the continued use of reserves up to 2023/24 is considered likely, whilst the Council's Transformation Programme moves through its various phases of implementation.

The MTFS incorporates estimates of any upcoming pressures and key changes to funding levels which will influence the Council's financial position. Despite the lack of clarity on funding allocations from Government beyond 2020/21, a review of all estimates and assumptions for future years has been carried out which has enabled a forecast revenue budget position and budget gap to be estimated for each year to 2024/25. This is shown in the table below:

Estimated revenue position 2020/21 to 2024/25	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
<b>Prior Year Net Revenue Budget</b>	<b>228,412</b>	<b>223,516</b>	<b>227,321</b>	<b>233,930</b>	<b>240,805</b>
Adjustment for new one off funding in 2019/20	(4,300)				
<b>Prior Year Adjusted Net Revenue Budget</b>	<b>224,112</b>	<b>223,516</b>	<b>227,321</b>	<b>233,930</b>	<b>240,805</b>
2020/21 Adjustments to the Base Budget	(1,605)	2,963	0	0	0
<b>Revised Base Position</b>	<b>222,507</b>	<b>226,479</b>	<b>227,321</b>	<b>233,930</b>	<b>240,805</b>
<b>Additional Expenditure Pressures for 2019/20 and future years</b>					
Expenditure Pressures	16,683	14,319	19,279	20,195	19,717
Impact of Levies	(879)	(234)	348	247	358
Budget Reductions	(4,787)	0	0	0	0
<b>Total Expenditure</b>	<b>233,524</b>	<b>240,564</b>	<b>246,948</b>	<b>254,372</b>	<b>260,880</b>
Government Grant Funding	74,935	86,645	87,534	88,441	89,368
Locally Generated Income	148,581	140,676	146,396	152,364	158,590
<b>Total Funding</b>	<b>223,516</b>	<b>227,321</b>	<b>233,930</b>	<b>240,805</b>	<b>247,958</b>
<b>Budget Gap</b>	<b>10,008</b>	<b>13,243</b>	<b>13,018</b>	<b>13,568</b>	<b>12,922</b>
Use of Reserves	(10,008)	10,008	0	0	0
<b>Net Gap/Budget Reduction Requirement</b>	<b>0</b>	<b>23,251</b>	<b>13,018</b>	<b>13,568</b>	<b>12,922</b>

The Council faces a significant challenge in addressing the budget reduction target of £23.251m for 2021/22 and a further £13.018m in 2022/23, £13.568m in 2023/24 and £12.922m in 2024/25.

### Future Years - Key Issues

There are numerous key issues and themes that will influence the financial planning framework for future years:

- As part of the Spending Round announcement in September 2019, the Government stated that a full multi-year spending review would take place in 2020. As yet, there is no clear timetable outlining when or how this review will take place. This means there is virtually no indication of the level of funding Local Authorities can expect to receive for 2021/22 and beyond;
- Adding to the uncertainty created by the absence of any spending review estimates for 2020/21 and beyond, the Government has announced the following which all influence the medium term financial planning framework:
  - The Fair Funding Review of the Local Government finance system will conclude in 2020 and be implemented by 1 April 2021;
  - The Business Rates system will move nationally to a 75% retention system from 1 April 2021. It is therefore anticipated that the Greater Manchester 100% Business Rates retention pilot will cease at the end of 2020/21;
  - Business rates baselines will be reset for 2021/22, potentially redistributing existing gains and losses associated with the current system; and
  - Business Rates revaluation will be implemented in April 2021 which will affect the amount of Business Rates paid by the occupiers of commercial premises, Revaluation will, in future, take place every three years.
- Whilst a clearer picture has emerged with regard to the Brexit process, there is little detail surrounding other priorities referenced in the Queen's Speech of December

2019, including commitments relating to funding for public services including the NHS, social care, schools and infrastructure;

- It remains unclear as to what extent Central Government will support the Greater Manchester devolution agenda which spans across a range of services and policy areas including health and social care integration, transport, strategic planning, housing, work and skills and the justice system.

### Future Years - How the Issues will be Addressed

The Council is in the process of developing a programme of transformational activity which will make a substantial contribution towards addressing the forecast budget reduction requirements for 2021/22 onwards. The programme is being developed alongside a refreshed Corporate Plan. The Transformation Programme comprises several workstreams guided by outcomes included within this revised Corporate Plan, as set out below:

- **Assets, Investment Programme and Inward Investment** – Developing the existing programme of work on the use of property and assets, the Council will maximise the benefit from the corporate estate by developing property disposal and procurement routes that will ensure the Council is able to shape and maintain a property portfolio that will support service delivery and contribute a sustainable income stream. The Council will rationalise its office accommodation to maximise efficiencies and provide significant capital investment to deliver the town centre vision, new homes and a vision for the rest of the borough. This investment will bring future benefits, including increased revenue, through additional economic and housing growth;
- **Digital by Design** – The opportunity to utilise the advantages provided by new technology is the foundation upon which much of the Council's change agenda will be driven and investment within this area will enable new and more efficient ways of working, increase self-service and automation, and ultimately reduce costs;
- **Design and Assurance** – New operating arrangements around the Strategy and Performance service, Communications & Research team and Transformation & Reform Service will enable a budget reduction to be realised in 2021/22;
- **Green New Deal** – The Council has committed to be the UK's first Green New Deal Council, with a target of carbon neutrality for the borough by 2030, and for the Council itself by 2025. Investment in green technologies such as energy efficiency and renewable energy projects will generate a return from both increased revenue and/or reduced operating costs although, due to the development time required, the associated budget reductions are not expected to support the budget until 2023/24;
- **Place-Based Model** - To facilitate the integration of public services delivery and thus improve outcomes for people and communities in the borough, the Council intends to align the geographical footprints of Council Districts with that of key public services in the borough including Primary Care Networks (GPs), Adult Health and Social Care Community Providers, neighbourhood police beats and housing management areas, with savings expected to accrue from 2022/23;
- **Health and Social Care Integration** - Good progress continues to be made with regard to Health & Social Care integration. Oldham Council and Oldham Clinical Commissioning Group (CCG) are working under a joint leadership structure and together with other health partners continue to operate as Oldham Cares. There are ambitious plans for the improvement of the delivery of health and social care which aims to ensure the future financial sustainability of the local health and social care economy. It is inevitable that change of the magnitude envisaged will take time to be developed however, potential savings are expected from 2021/22 and will increase over the MTFS period;
- **Organisational Design** - The enhancement of revised working arrangements between the Council and its strategic delivery partners will have implications for the structure of the Council and the operating model the Council adopts to deliver services in the future. As well as being prompted by policy and service developments, continuing the transformation of the Council's operating model will be necessary to

support the delivery of future savings requirements and a sustainable balanced budget position;

- **Workforce Development** - A further enabler to transformation is the drive to support new ways of working to ensure that all employees can deliver services more effectively. Alongside better use of assets and digital technology, this will improve productivity and open up additional opportunities for transforming services to help ensure the Council can operate within available resources for the medium to long term.

In addition, there are two cross cutting activities which will inevitably impact on, and contribute to the delivery of, the Council's MTFs. These are summarised below:

- **Income Generation** - The Creating a Better Place investment programme is a key contributor to the Council's objective of generating additional income to support the financing of local services as set out in the Council's approved Income Strategy. Success in this regard means the Council will become less reliant on central Government Grants, Business Rates and Council Tax revenue. To support this endeavour and its wider Income Strategy, the Council will ensure:
  - Fees and charges are reviewed annually, and an assessment will be undertaken to determine the extent to which costs are recovered through charging arrangements;
  - Traded Services will be reviewed to ensure they are delivering services efficiently and effectively;
  - Wholly owned companies such as the Unity Partnership Ltd and Miocare explore opportunities for generating income from clients other than the Council to reduce the contribution the Council provides towards operating these companies;
  - Continued efforts are made to maximize grant income and bids are submitted for external resources for both revenue and capital priority projects to reduce the requirement for specific Council funding.
- **Continued Collaboration with Partners and Budget Review** – Underpinning all transformation workstreams will be:
  - An approach to service delivery where the Council (and its partners) will be making new strategic choices based on the characteristics of Oldham, its people and communities within the borough, thus constantly striving for new opportunities for collaboration and new ways of working between organisations that share a common footprint;
  - A review of the provision of discretionary services and also the level at which statutory services are delivered;
  - Traditional approaches to reviewing budgets and the identification of service specific budget reductions and efficiencies.

In light of the risks and uncertainties, the Council will maintain a healthy and robust level of reserves and balances to manage uncertainty in 2020/21 and the next spending review period.

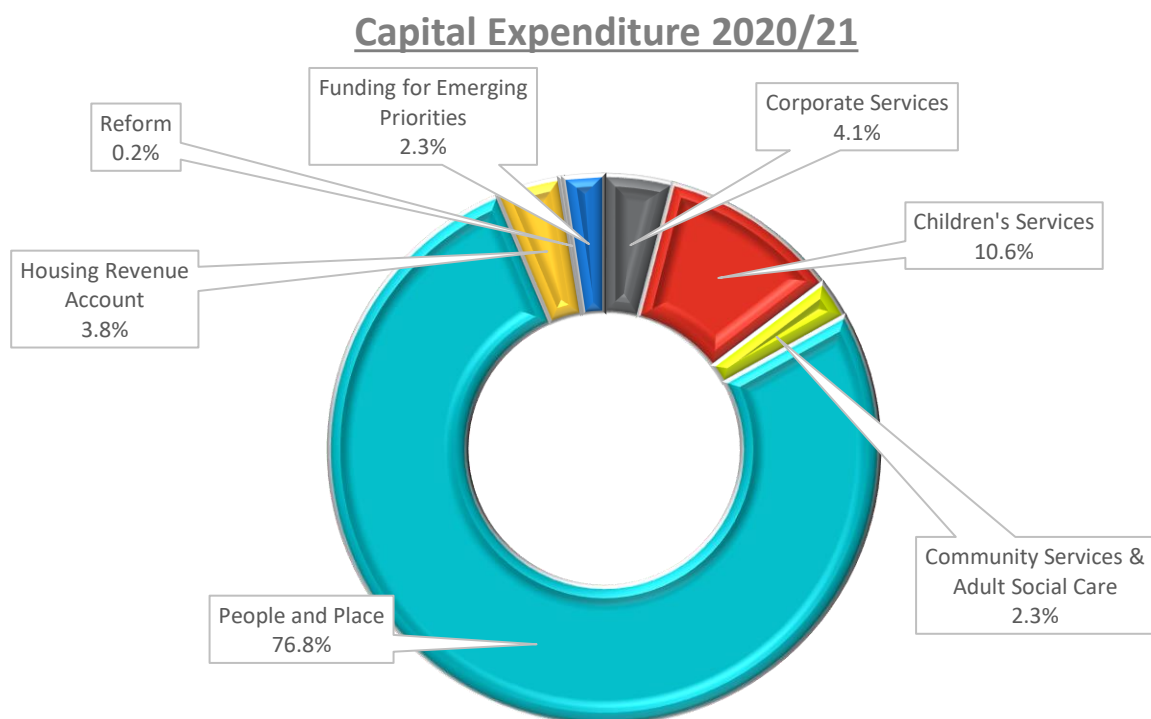
## Capital Budget

### Capital Expenditure

The table below shows capital expenditure split by Portfolio and summarises total planned expenditure for the five year period 2020/21 to 2024/25. The figures reflect the detail included within the Capital Strategy and Capital Programme Report approved by Council on 26 February 2020.

Approved Capital Spending By Council Portfolio/Priority	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Corporate Services	6,010	0	0	0	0
Children's Services	15,590	12,305	5,000	0	0
Community Services & Adult Social Care	3,400	703	400	400	400
People and Place	113,308	110,562	86,710	29,664	55,073
Housing Revenue Account	5,538	3,922	6,200	7,735	0
Reform	346	400	0	0	0
Funding for Emerging Priorities	3,440	3,575	4,200	3,200	1,500
<b>Total Expenditure</b>	<b>147,632</b>	<b>131,467</b>	<b>102,510</b>	<b>40,999</b>	<b>56,973</b>

The chart below shows the breakdown of 2020/21 capital expenditure by Council portfolio/Priority:



## Capital Resources

The capital resources available for 2020/21 to 2024/25, as per the aforementioned Capital Programme are set out in the following table and graphs.

Sources of Funding	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Ringfenced Grants	11,209	2,397	1,250	0	0
Un-ringfenced Grants	22,504	14,258	3,202	1,973	1,973
Capital Receipts	9,306	7,855	7,352	3,949	0
Other Resources	5	3,935	0	0	0
Prudential Borrowing	99,070	99,100	84,506	27,342	55,000
Revenue (Housing Revenue Account & General Fund)	5,538	3,922	6,200	7,735	0
<b>Total Resources</b>	<b>147,632</b>	<b>131,467</b>	<b>102,510</b>	<b>40,999</b>	<b>56,973</b>



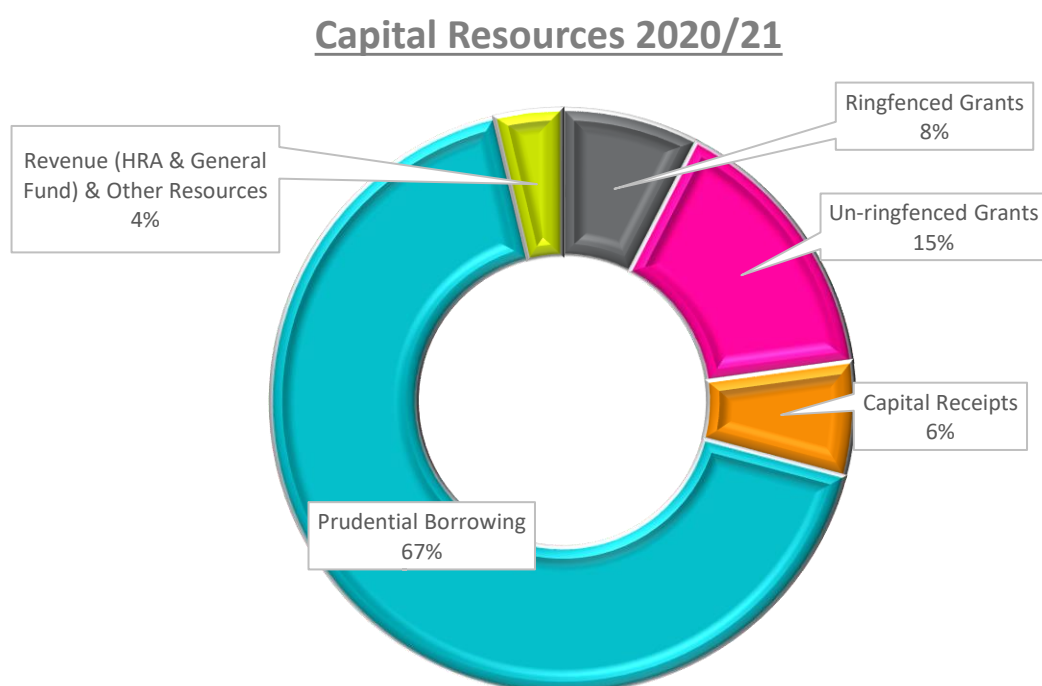
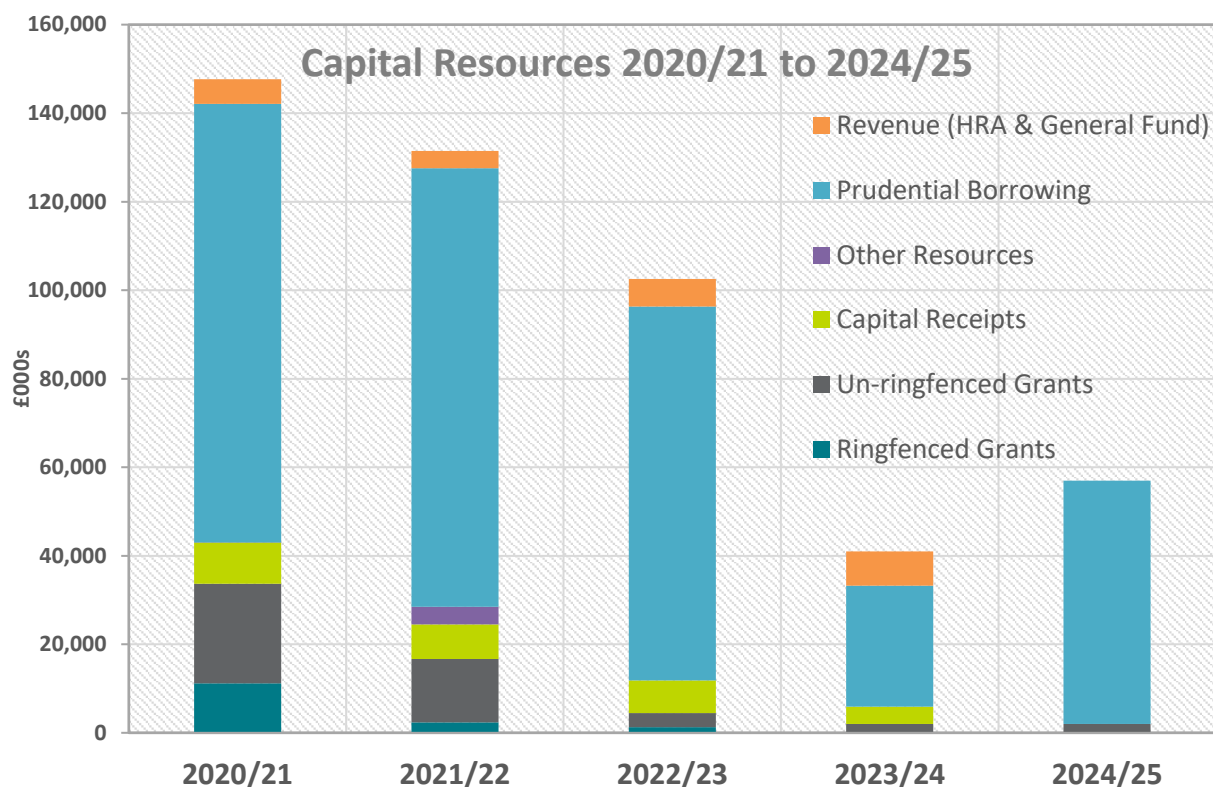
The Council sets its Capital Programme for the period 2020/21 to 2024/25 based on the principles of the Capital Strategy. The Capital Programme has been influenced by the level of resources considered available by the Capital Strategy which incorporates the refreshed and updated elements of the Medium Term Property Strategy, the Creating a Better Place Strategy, Commercial Property Investment Strategy and Fund, Housing Strategy and the Income Strategy. The level of prudential borrowing included within the programme reflects the financing available in the revenue budget, whilst capital receipts align with forecasts. Grant funding and other contributions are based on already notified allocations or best estimates. As in previous years and, as per the Capital strategy, if any additional resources become available and the projects meet the Council's strategic capital objectives they will be brought forward for approval and if agreed included with the Capital Programme.

The Capital Strategy 2020/21 to 2024/25 has seen a significant increase in the level of investment compared to that previously projected. This is due to the incorporation of spending plans associated with the recently approved Creating a Better Place strategy (Cabinet meetings of 16 December 2019 and 27 January 2020) which encompasses housing initiatives together with town centre and borough wide regeneration. It also includes the findings of the independent review of the Medium Term Property Strategy.

Following the approval of the Creating a Better Place strategy, the anticipated expenditure and matched financing for 2020/21 is £147.632m. As in previous years there continues to be a substantial requirement for Prudential Borrowing across the life of the programme and for 2020/21, Prudential Borrowing is the major source of financing at a value of £99.070m. In line with the Capital Strategy, 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. It is expected that during 2020/21, £30m of Prudential borrowing will be financed by income provided from property acquisition and investment. 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.

After a reduction at the start of the austerity period, the Government is continuing to provide significant levels of grant funding. Some new funding initiatives have been introduced, some of which carry through to 2020/21 and beyond. Grants have been awarded/anticipated for Education, Social Care and Transport projects. The 2020/21 Capital Programme relies on £11.209m of ringfenced and £22.504m of un-ringfenced grants.

Capital Receipts are aligned with the latest forecasts and it should be noted that a prudent approach has been taken in relation to the anticipated level of receipts with no resources assumed in excess of the requirement to support already approved schemes. However, taking advantage of flexibilities around the use of capital receipts introduced by the Government, the Council anticipates using up to £3.750m of capital receipts in 2020/21 to support transformational projects which would otherwise be financed by revenue resources. As a result of the flexible use of capital receipts policy, and the forecast of the receipts expected, the 2020/21 programme relies on £9.306m of capital receipts.



## 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). The HRA is used to record 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 2020/21 shows an estimated HRA closing balance of £18.230m which is considered to be sufficient to meet all future operational commitments.

Previously, social rents had been the subject of a Government policy which specified 1% year on year reductions for the period 2016-2020. However, the Government had advised that as Oldham's HRA properties were contained within two PFI contracts, the Council was exempt from this legislation. From 1 April 2020, the new Rent Standard reverts back to previous rent setting guidance, whereby social rents would be set based on CPI at September plus 1%. For 2020/21 this resulted in a rental increase of 2.7%. The 2020/21 HRA budget has been set having regard to a 2.7% increase in housing rents.

The HRA budget forecasts for 2021/22 to 2024/25 show that the HRA balance will be £16.227m at the end of 2021/22, £11.840m at the end of 2022/23, £5.958m at the end of 2023/24 and £7.713m at the end of 2024/25. The reduction in the level of balances is due to the there being several major approved housing capital projects that the Council wishes to implement over the medium to long term to support the delivery of the overall Housing Strategy. These will be funded in part from HRA balances.

Further information on the HRA financial position for 2020/21 and the strategic estimates to 2024/25 are included within the table presented in the final section of this Budget Book.



**Revenue Budget Summary 2020/21**

## Revenue budget summary 2020/21

The following pages of this Budget Book contain details of the Council's revenue budget analysed as follows:

- The net revenue budget for 2020/21 by portfolio and funding sources;
- Gross expenditure and income budgets by portfolio excluding schools;
- Gross expenditure and income budgets by portfolio including schools; and
- Expenditure and Income category summary excluding schools, central support service recharges and depreciation & impairment.

The Council's Portfolio revenue expenditure and income budgets, presented in the Budget Book are split into two main categories:

**Service Budgets including Internal Recharges:** These budgets can be adjusted by Directorate teams to allow the alignment of resources to reflect the trends and requirements of service delivery and organisational need. This category includes internal recharges for Corporate Landlord functions and services funded by the Public Health Grant.

**Corporate Items:** These budgets include items such as Levies payable, Minimum Revenue Provision payments and Private Finance Initiative (PFI) payments and credits. A large number of these budgets are set by external partners and although the Council works with these partners on the charges levied, they are not under the control of the Local Authority. Whilst these budgets sit within the appropriate portfolios, they can only be adjusted corporately.

### Presentation of Central Support Service Costs and Depreciation & Impairment

To provide transparency in the cost of service delivery, the Budget Book is presented prior to the allocation and distribution of Central Support Service Costs and Depreciation & Impairment.

Within this category are those budgets that, for accounting purposes, are recharged out to Directorate areas to ensure the total cost for delivering a service can be shown. For example, areas that are recharged are those such as ICT, Finance and Legal services.

Depreciation and Impairment budgets are those costs charged to the revenue budget reflecting the past capital spending decisions of Elected Members.



## Summary by Portfolio (excluding Schools, Central Support Service charges and Depreciation & Impairment)

Portfolio Detail Cost of Services	2020/21 Approved Budget £
People and Place	61,469,110
Community Services & Adult Social Care	62,551,530
Children's Services	43,156,180
Reform	32,302,690
Commissioning	8,913,510
Chief Executive	5,348,180
Capital, Treasury, Corporate and Technical Accounting	19,473,170
Parish Precepts	309,630
<b>Total</b>	<b>233,524,000</b>

<b>Financed by: Government Grant</b>	
Business Rates Top Up Grant	(41,048,000)
Grants in Lieu of Business Rates	(11,230,000)
Improved Better Care Fund Grant	(10,858,000)
Independent Living Fund Grant	(2,580,000)
2020/21 Social Care Support Grant	(6,954,000)
Housing and Council Tax Benefit Administration Grant	(1,138,000)
New Homes Bonus Grant	(598,000)
Other Non Ringfenced Government Grants	(529,000)
<b>Locally Generated Income</b>	
Retained Business Rates	(50,424,000)
Council Tax - General	(88,078,000)
Council Tax - Adult Social Care Precept	(8,679,000)
Collection Fund Surplus	(1,400,000)
<b>Total Government Grant and Locally Generated Income</b>	<b>(223,516,000)</b>
<b>Use of Reserves</b>	
<b>Business Rates Additional Resources (Reserves)</b>	
Business Rates Retention Pilot - GMCA Returned Resources	(1,300,000)
Business Rates 2019/20 Pilot Scheme Gain	(1,413,000)
<b>Other Reserves</b>	
Waste Refund	(3,113,000)
Use of Corporate Reserves to Balance the Budget	(4,182,000)
<b>Total Funding for Council Services</b>	<b>(233,524,000)</b>

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

Portfolio Detail Expenditure Category	2020/21 Approved Budget £
People and Place	115,165,640
Community Services & Adult Social Care	95,948,790
Children's Services	106,663,720
Reform	44,202,100
Commissioning	12,424,080
Chief Executive	7,080,010
Capital, Treasury, Corporate and Technical Accounting	80,748,000
Parish Precepts	309,630
<b>Sub Total : Gross Expenditure</b>	<b>462,541,970</b>
People and Place	(53,696,530)
Community Services & Adult Social Care	(33,397,260)
Children's Services	(63,507,540)
Reform	(11,899,410)
Commissioning	(3,510,570)
Chief Executive	(1,731,830)
Capital, Treasury, Corporate and Technical Accounting	(61,274,830)
<b>Sub Total : Gross Income</b>	<b>(229,017,970)</b>
<b>Net Expenditure</b>	<b>233,524,000</b>

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

Portfolio Detail Expenditure Category	2020/21 Approved Budget £
People and Place	115,165,640
Community Services & Adult Social Care	95,948,790
Children's Services	242,678,630
Reform	44,202,100
Commissioning	12,424,080
Chief Executive	7,080,010
Capital, Treasury, Corporate and Technical Accounting	80,748,000
Parish Precepts	309,630
<b>Sub Total : Gross Expenditure</b>	<b>598,556,880</b>
People and Place	(53,696,530)
Community Services & Adult Social Care	(33,397,260)
Children's Services	(199,522,450)
Reform	(11,899,410)
Commissioning	(3,510,570)
Chief Executive	(1,731,830)
Capital, Treasury, Corporate and Technical Accounting	(61,274,830)
<b>Sub Total : Gross Income</b>	<b>(365,032,880)</b>
<b>Net Expenditure</b>	<b>233,524,000</b>

## Oldham Council Expenditure and Income Category Summary (excluding Schools, Central Support Service charges and Depreciation & Impairment)

Portfolio Detail / Category	2020/21 Approved Budget £
<b>Expenditure</b>	
Employees	97,015,880
Premises-Related Expenditure	13,887,730
Transport-Related Expenditure	9,126,990
Supplies & Services	106,280,050
Third Party Payments	88,768,650
Transfer Payments	2,118,240
Support Services	10,138,740
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>327,336,280</b>
Employees	3,102,940
Premises-Related Expenditure	484,410
Transport-Related Expenditure	360,000
Supplies & Services	23,518,700
Third Party Payments	36,063,130
Transfer Payments	51,723,680
External Interest and Other Similar Charges	19,952,830
<b>Sub Total : Corporate Items</b>	<b>135,205,690</b>
<b>Total Expenditure</b>	<b>462,541,970</b>
<b>Income</b>	
Government Grants	(43,368,460)
Other Grants, Reimbursements And Contributions	(48,320,460)
Customer and Client Receipts - Sales	(2,213,260)
Customer and Client Receipts - Fees and Charges	(35,032,650)
Customer and Client Receipts - Rents	(5,187,750)
Interest Revenue Sources	(2,437,000)
Internal Recharges Income	(8,256,270)
Corporate Landlord Recharges Income	(10,138,740)
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>(154,954,590)</b>
Government Grants	(63,846,060)
Customer and Client Receipts - Fees and Charges	(3,750,000)
Interest Revenue Sources	(6,255,180)
Central Support Service Recharge Income	(212,140)
<b>Sub Total : Corporate Items</b>	<b>(74,063,380)</b>
<b>Total Income</b>	<b>(229,017,970)</b>
<b>Net Expenditure</b>	<b>233,524,000</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.



**People and Place**

**3**

## **PEOPLE AND PLACE PORTFOLIO**

### **Portfolio Summary**

The People and Place Portfolio encompasses the Economy, Environmental and Commercial Services Directorates.

The overall objective of the People and Place 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.

### **Economy**

The Economy Directorate works to support delivery of Members' aspirations for the regeneration of Oldham as set out in the Creating a Better Place vision and strategic framework across the people, place and business priorities. The service has responsibility for a wide range of functions in support of the Creating a Better Place strategy, 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
- Town centre management and markets
- Representing Oldham across GM, including implementing the GM Strategic Economic Plan
- Planning, development control and strategic planning
- Enterprise and business growth

The Directorate 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.

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

The Directorate 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.

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 Directorate 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.

## **Environmental Management**

The Environmental Management Directorate provides the key frontline services of Waste Management, Street Scene and Parks and Countryside, Street Lighting, Fleet, Public Protection, Strategic Transport and Operational 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 continues to review the collection services provided to ensure value for money. Any changes must be viewed in the wider context of the GMCA's (exercising its waste disposal role) commitment to ensure that the waste is delivered in the form most suitable to maximise the use of the plant.

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 the regulatory services of 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 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.

### **Commercial Services**

The Commercial Services Directorate consists of the ICT service Team and Customer Services.

The ICT Service Team delivers client-side functions and business relationships for Unity Partnership ICT, Strategic ICT, including infrastructure, transformation, investment and programmes and Schools technician services.

The Customer Services Team delivers strategic and policy development for customer services including the Customer Transformation Programme alongside client-side management of the Unity Partnership Ltd for customer services.

## People and Place (excluding Central Support Service charges and Depreciation & Impairment)

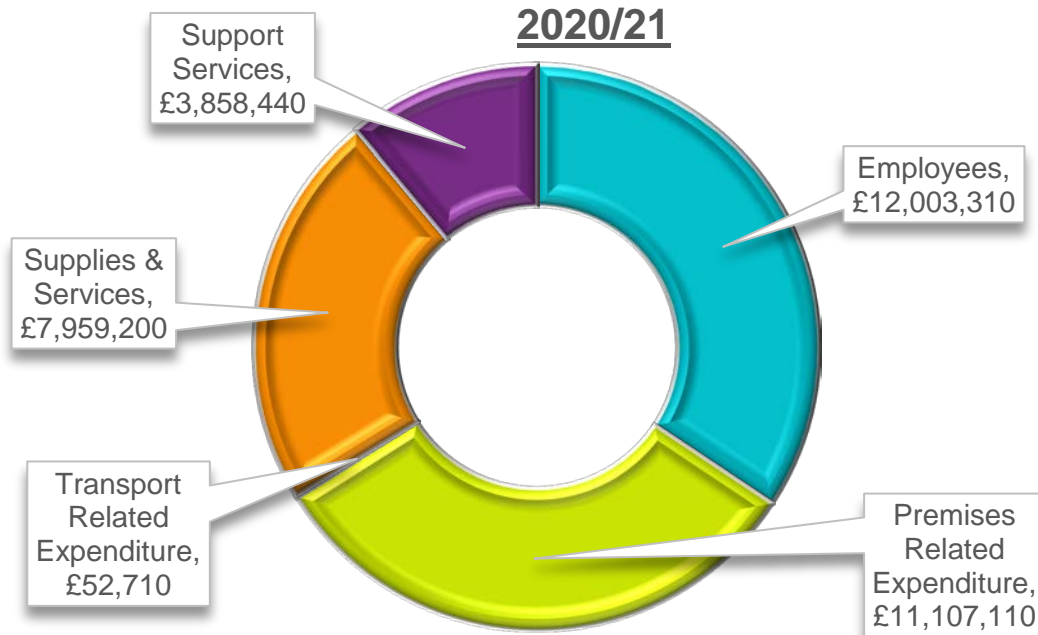
Portfolio Detail / Category	2020/21 Approved Budget £
<b>Expenditure</b>	
Employees	30,380,200
Premises-Related Expenditure	11,156,250
Transport-Related Expenditure	5,452,470
Supplies & Services	21,439,240
Support Services	7,036,740
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>75,464,900</b>
Premises-Related Expenditure	25,440
Supplies & Services	4,690,860
Third Party Payments	33,680,150
External Interest and Other Similar Charges	1,304,290
<b>Sub Total : Corporate Items</b>	<b>39,700,740</b>
<b>Total Expenditure</b>	<b>115,165,640</b>
<b>Income</b>	
Government Grants	(397,810)
Other Grants, Reimbursements And Contributions	(3,988,000)
Customer and Client Receipts - Sales	(2,197,050)
Customer and Client Receipts - Fees and Charges	(19,886,620)
Customer and Client Receipts - Rents	(4,727,770)
Interest Revenue Sources	(25,000)
Internal Recharges Income	(8,256,270)
Corporate Landlord Recharges Income	(10,138,740)
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>(49,617,260)</b>
Government Grants	(2,471,130)
Customer and Client Receipts - Fees and Charges	(1,396,000)
Central Support Service Recharge Income	(212,140)
<b>Sub Total : Corporate Items</b>	<b>(4,079,270)</b>
<b>Total Income</b>	<b>(53,696,530)</b>
<b>Net Expenditure</b>	<b>61,469,110</b>

## People and Place Division / Directorate Summaries 2020/21

The charts below provide Service Budgets including Internal Recharges detail for each division / directorate within the portfolio. These budgets can be adjusted by Directorate teams to allow the alignment of resources to reflect the trends and requirements of service delivery and organisational need. This category includes internal recharges for Corporate Landlord functions and services funded by the Public Health Grant.

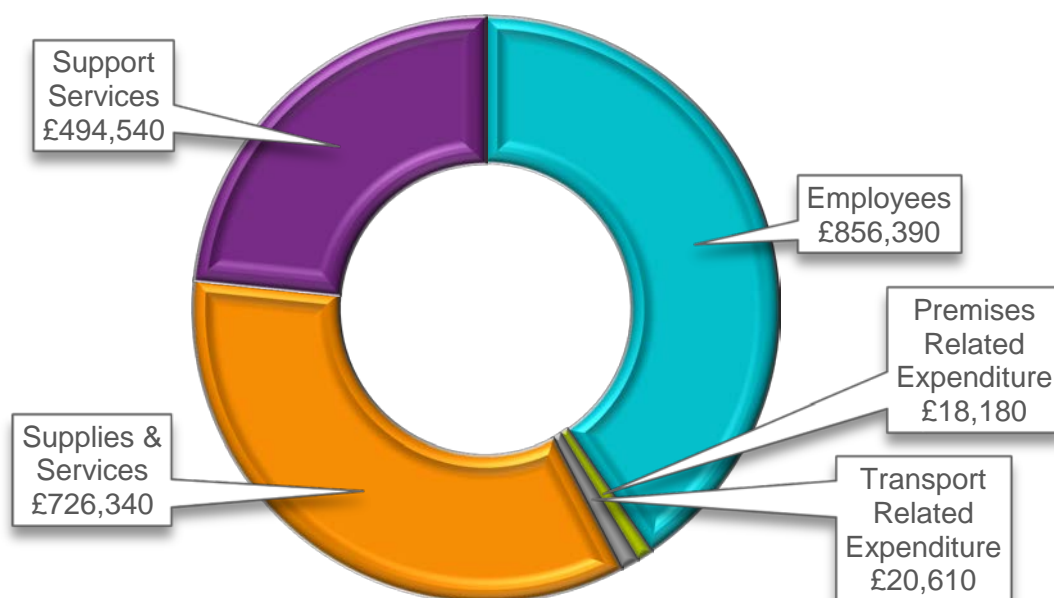
### Economic Development Division

2020/21

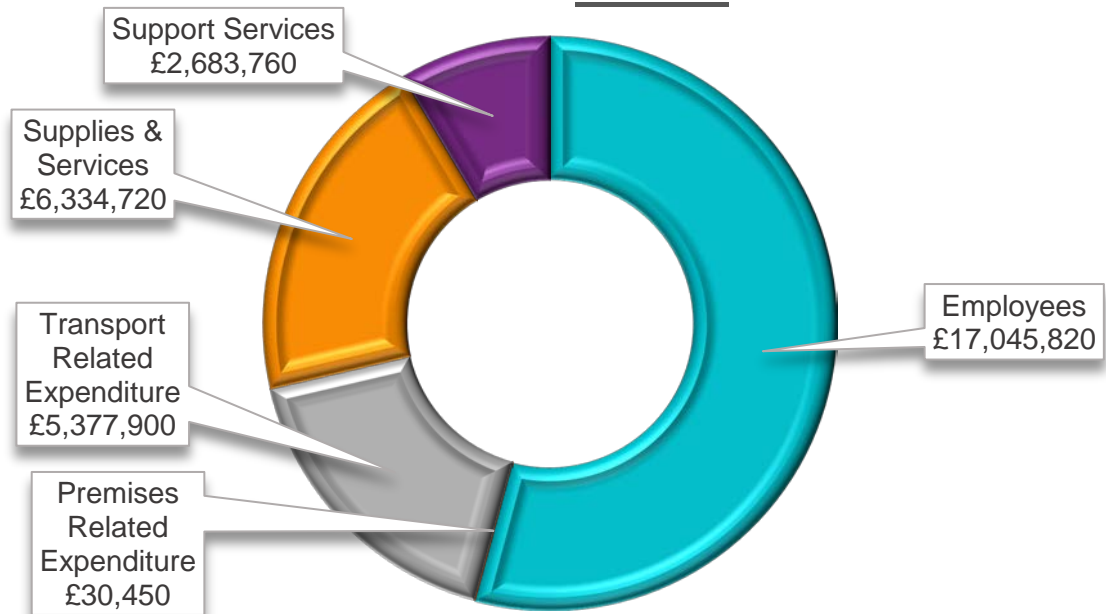


### Community Services Division

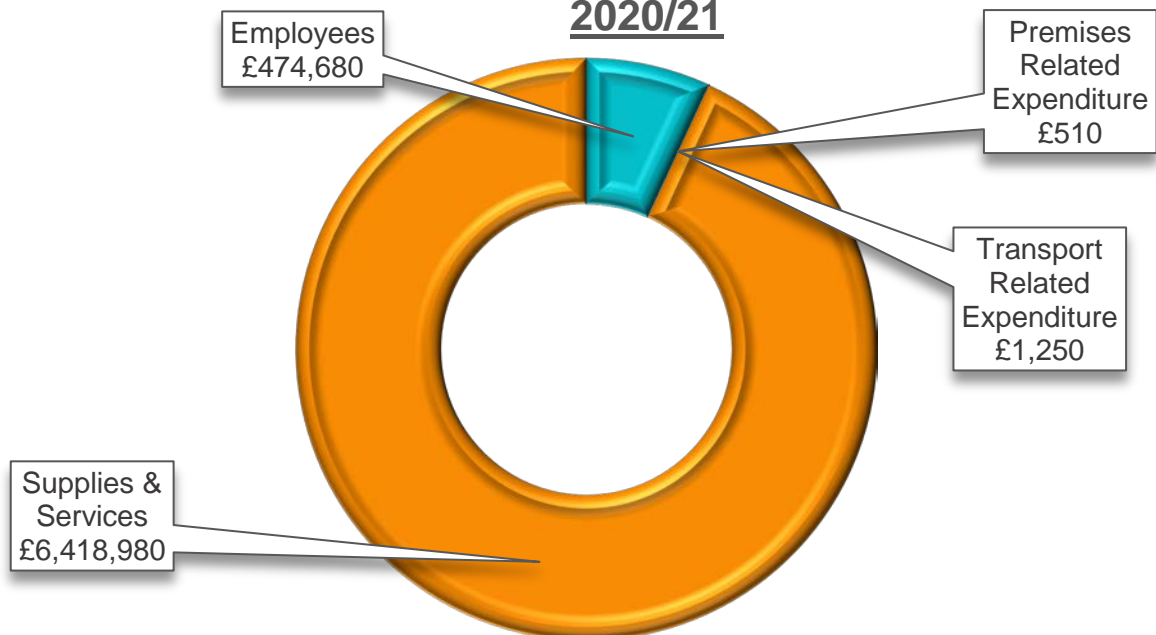
2020/21



## Environmental Services Directorate 2020/21



## Commercial Services Directorate 2020/21





4

Community Services & Adult Social Care



## COMMUNITY SERVICES AND ADULT SOCIAL CARE

### Community Services and Adult Social Care

The Community Services and Adult Social Care Directorate operates around eight broad strands – social care commissioning, NHS community health services, Adult Social Care, learning disability, mental health, community business services, Director of Adult Social Care statutory functions and safeguarding. The Adult Social Care Service (ASC) carries out statutory functions on behalf of the Council within a changing environment requiring ever-closer integration with NHS partners at all levels.

The service is increasingly integrating with NHS partners, both commissioners and providers, resulting in a redesigned approach to supporting vulnerable people in local communities. Teams are being co-located, and a single line leadership model is being implemented.

### Commissioning

Adult Social Care has a responsibility to shape and develop the provider market so as to ensure vulnerable people can access appropriate levels of support to maximise their independence. The commissioning section works closely with providers to ensure a strong and sustainable market from which individual packages of care can be purchased.

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.
- Day services
- Quality and performance

The Council also operates a wholly-owned company, MioCare Ltd. The provider works very closely with the Directorate and offers many distinct services and includes for example:

- Reablement
- Helpline service
- Short term residential services
- Supported housing
- Wellbeing services
- Shared lives

The Commissioning service also has responsibility for:

- 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

- To support and provide stability to the care provider market in Oldham

The strategic commissioning elements of the service form part of an integrated joint commissioning function combining both Oldham Clinical Commissioning Group (OCCG) and OMBC ASC practitioners which are helping align health and social care in the Borough.

### Community Health and Adult Social Care

The social work/ care management services are part of an integrated community alliance with the community NHS provider and MioCare. The teams are now partly co-located in five clusters across the Borough. The main social care responsibilities are:

- 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
- Care planning and personal budget development
- Helping older and disabled people plan the support they receive from Personal Budgets and to ensure that these outcomes are tailored to individual needs
- Providing integrated services with health partners through a self-care / community asset approach
- The commissioning of personal care services that meet the individual's statutorily assessed needs for community care services such as home care, occupational services 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
- Assessments for equipment
- Leading integrated teams of professionals including clinical staff
- Providing support for hospital assessments and discharge

The community health service component of the service is commissioned via a separate contracting mechanism and consist of 26 different services that are being aligned with integrated networked neighbourhoods.

These responsibilities are shared between the cluster teams and the specialist teams.

### Learning Disability

The Learning Disability service provides specialist social work and care management services to people who have learning disabilities. The learning disability team is co-located with its NHS partner Pennine Care NHS Foundation Trust.

### Mental Health

The Mental Health service provides specialist social work and care management services to people who have mental health problems and dementia. It ensures that those with mental health problems are not a risk to themselves or others. This is delivered in partnership with its NHS partner Pennine Care NHS Foundation Trust.

### Community Business Services

This incorporates a number of services that have responsibility for the financial aspects of working with adults at risk including:

- Meeting the Council's legal duties regarding the financial and legal affairs of those with no or limited mental capacity
- Money management
- Income and Assessment to enable charges to be calculated for service users
- Brokerage, to support people who choose to have a direct payment, to access care
- Business transformation within a rapidly changing operating environment
- Supporting Carers and assessments
- Keeping close to new policy, legislation and legal interpretation to ensure that CHASC is operating within the law and following up to date best practice

The budgets for these services are included within the Learning Disability and Mental Health and the Older People and Safeguarding service areas.

### Director of Adult Social Care

The Director of Social Care is a management area that provides support across the whole area for strategic and cross cutting initiatives, including closer integration with health and strategic direction. This extends to taking responsibility for the financial management of the services.

### Safeguarding

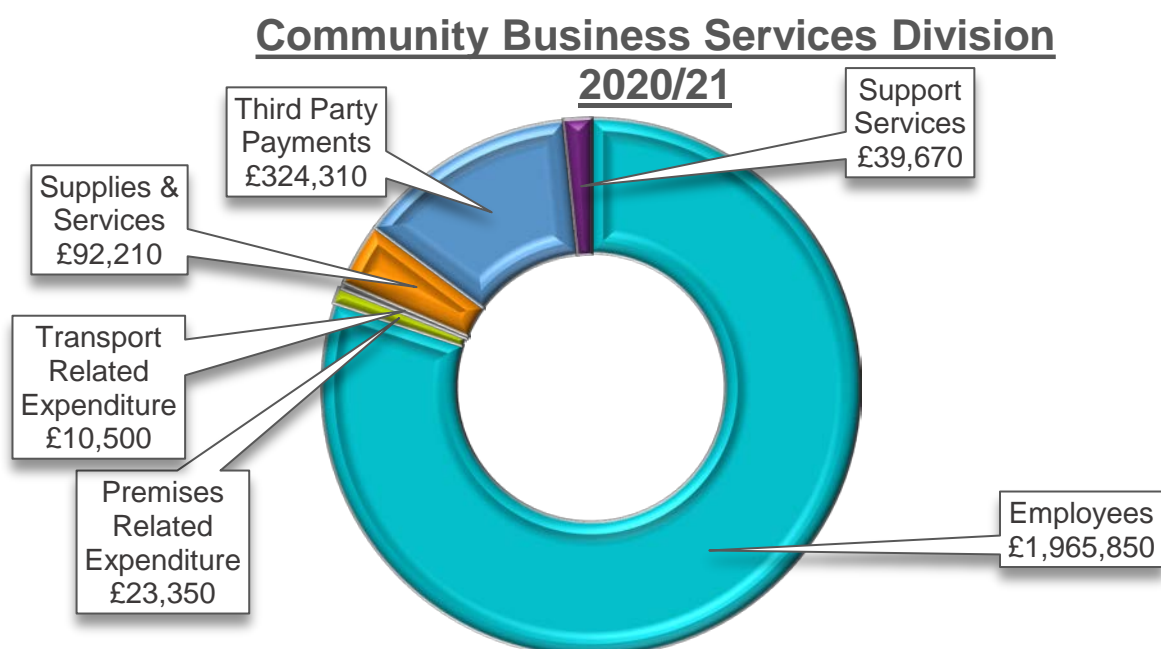
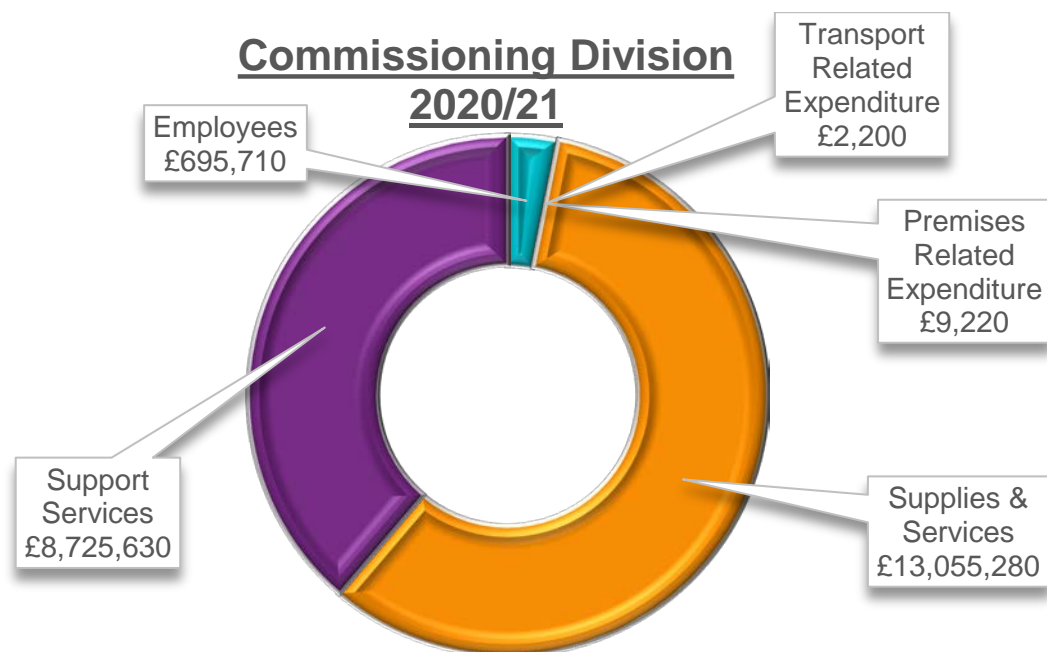
The Local Authority has a statutory duty to safeguard adults from abuse or neglect and as set within the Care Act. A revised and redesigned model based around a strategic and operational model is being implemented.

## Community Services and Adult Social Care (excluding Central Support Service charges and Depreciation & Impairment)

Portfolio Detail / Category	2020/21 Approved Budget £
<b>Expenditure</b>	
Employees	10,550,300
Premises-Related Expenditure	409,570
Transport-Related Expenditure	106,400
Supplies & Services	13,734,470
Third Party Payments	70,808,290
Support Services	289,720
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>95,898,750</b>
Third Party Payments	50,040
<b>Sub Total : Corporate Items</b>	<b>50,040</b>
<b>Total Expenditure</b>	<b>95,948,790</b>
<b>Income</b>	
Other Grants, Reimbursements And Contributions	(27,044,540)
Customer and Client Receipts - Fees and Charges	(5,648,850)
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>(32,693,390)</b>
Government Grants	(140,870)
Customer and Client Receipts - Fees and Charges	(563,000)
<b>Sub Total : Corporate Items</b>	<b>(703,870)</b>
<b>Total Income</b>	<b>(33,397,260)</b>
<b>Net Expenditure</b>	<b>62,551,530</b>

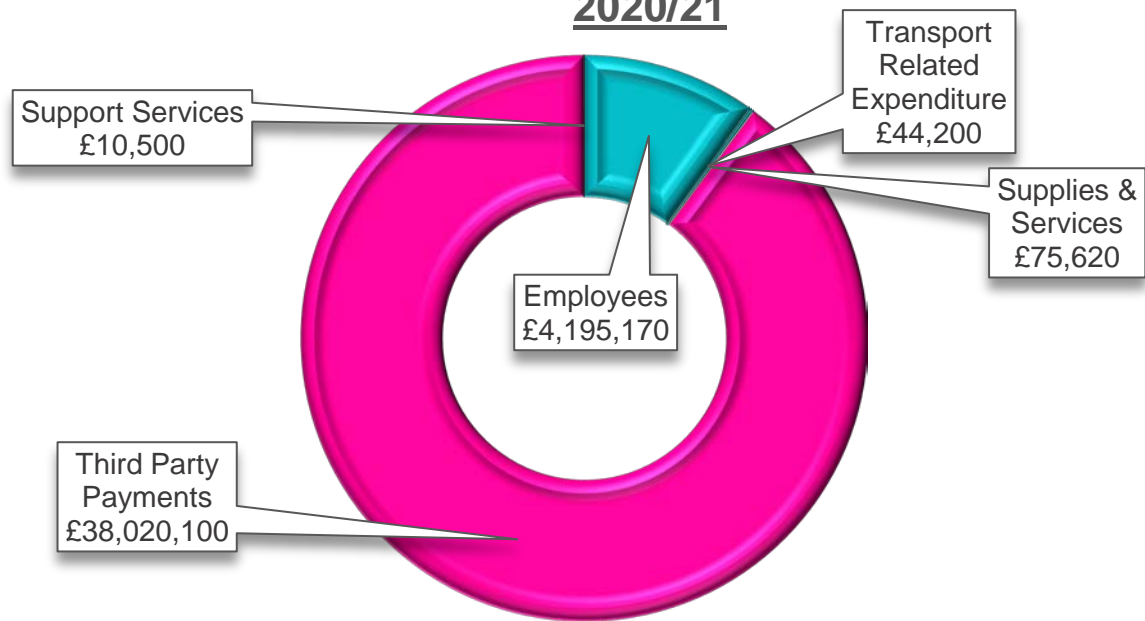
## Community Services & Adult Social Care Division / Directorate Summaries 2020/21

The charts below provide Service Budgets including Internal Recharges detail for each division / directorate within the portfolio. These budgets can be adjusted by Directorate teams to allow the alignment of resources to reflect the trends and requirements of service delivery and organisational need. This category includes internal recharges for Corporate Landlord functions and services funded by the Public Health Grant.



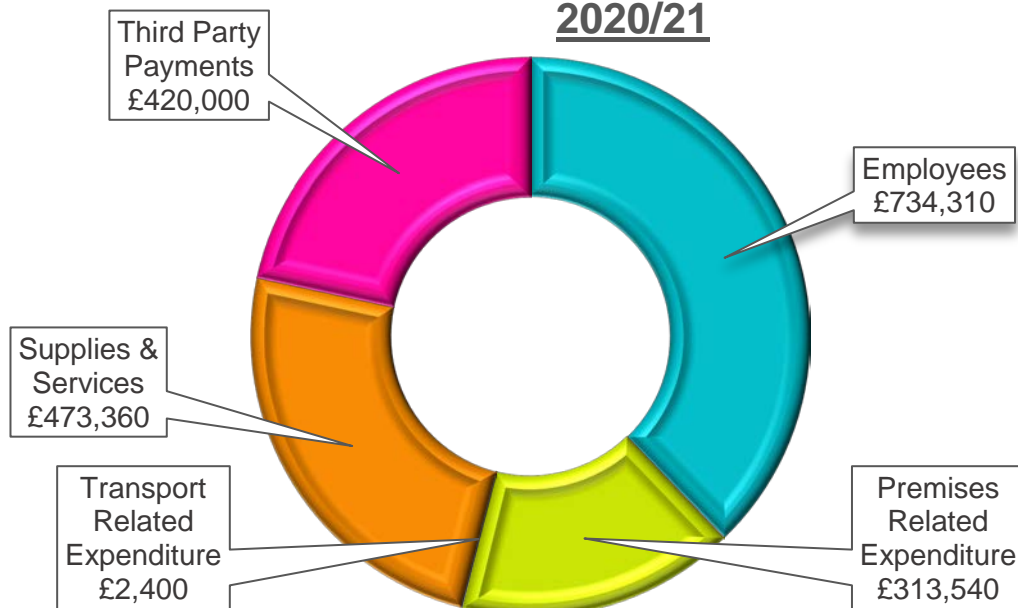
## Community Health and Social Care Division

2020/21



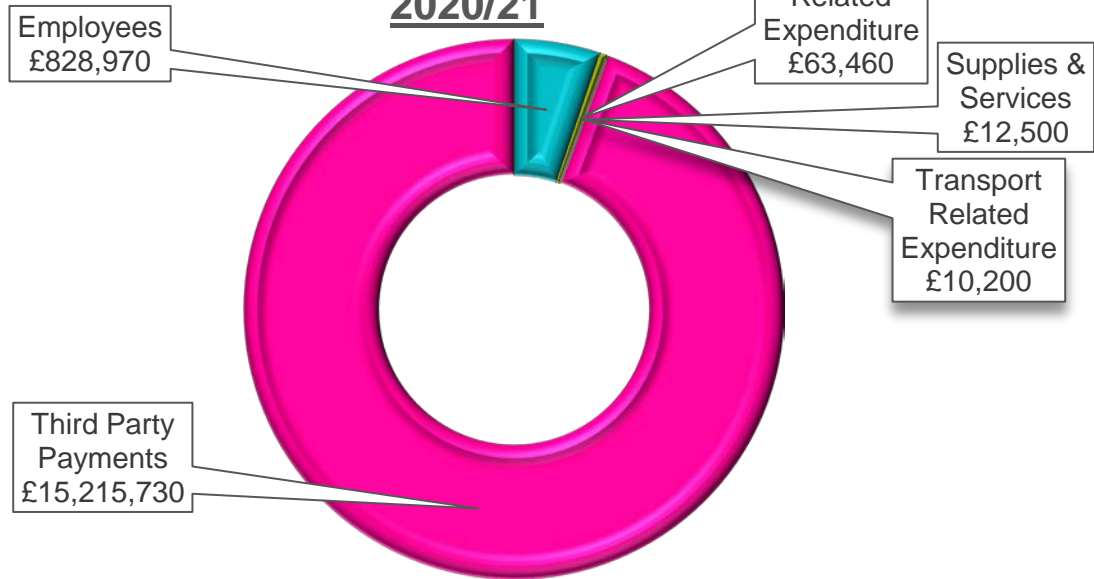
## Director of Adult Social Care Division

2020/21

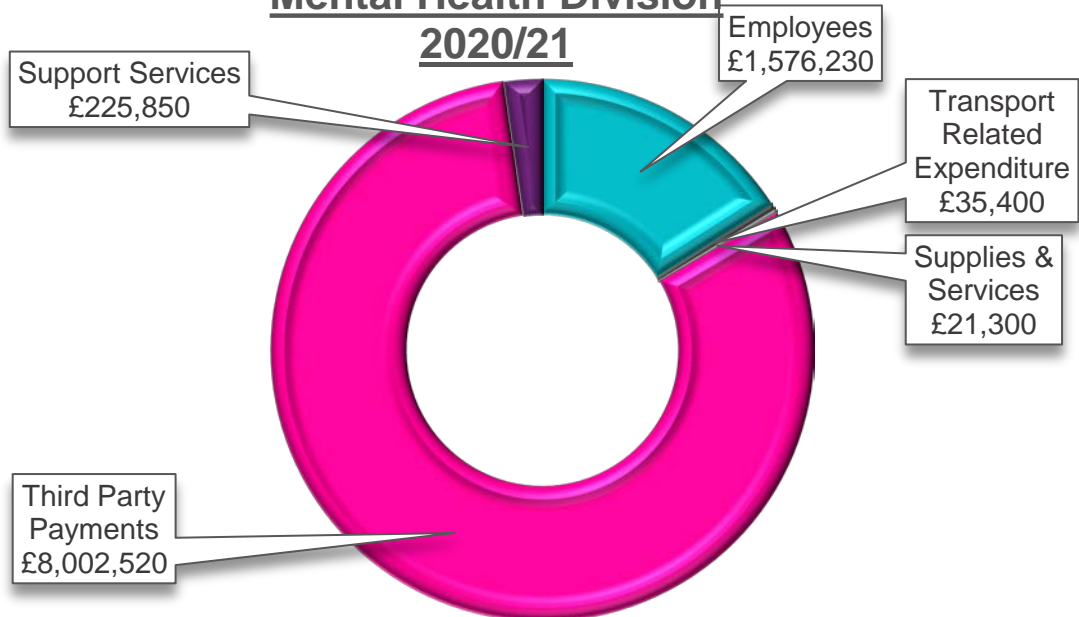




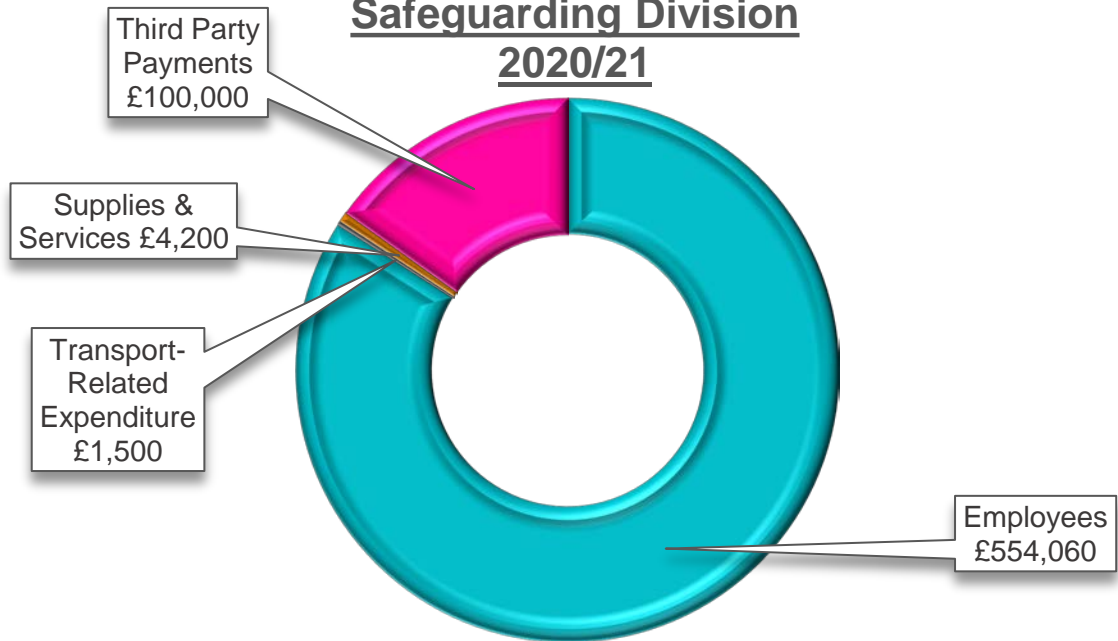
## Learning Disability Division 2020/21



## Mental Health Division 2020/21



**Safeguarding Division**  
**2020/21**





**Children's Services**

**5**

## **CHILDREN'S SERVICES**

### **Portfolio Summary**

The Children's Services Portfolio comprises the Education, Skills and Early Years Directorate, Children's Social Care and Preventative Services.

### **Education, Skills and Early Years**

The Education, Skills and Early Years Directorate ensures that the Council meets its statutory duties in respect of education for 0-19 year olds and for High Needs pupils aged 0-25 year olds, plus lifelong skills and Get Oldham Working.

The Directorate undertakes many statutory responsibilities including improvement, support and challenge to 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. Also 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 Directorate is also responsible for the Virtual School for Looked After Children and maintenance of the Family Information Service.

A key function for the Directorate is influencing key partners such as the Oldham Education Partnership, Head Teachers, Diocesan authorities, Academy sponsors, Department for Education (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.

The Directorate 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 Directorate, influencing the wide range of providers offering both skills and employment support to benefit the residents of Oldham.

### **Children's Social Care**

The Children's Social Care Directorate provides the Council's statutory social work function for the care and protection of children in need and children and young people at risk of significant harm. Every Local Authority has statutory functions under the 1989 and 2004 Children Acts, including specific duties in relation to children in need and children suffering, or likely to suffer, significant harm, regardless of where they are found, under sections 17 and 47 of the Children Act 1989 ('the 1989 Act').

The main elements of Children's Social Care are:

- Initial Response Service
- Safeguarding, Quality and Review Service
- Long Term Social Work Teams

- Contact Centres
- Children with Disabilities Service
- Looked After Children Services
- After Care Services

### **Preventative Services**

The Preventative Services Directorate has strategic responsibility for a number of community based targeted intervention and preventative services, focusing on the Early Help offer, targeted at families on the edge of social care working with schools and other universal services to build capacity in supporting children.

The Early Help service offers interventions at the earliest possible opportunity and provides a range of support to individuals from all age ranges. The service is accessed via referrals to the Multi- Agency Safeguarding Hub (MASH), this is the point of access for safeguarding concerns relating to children and to adults at risk and also for a range of preventative services. It is a key initiative in ensuring the Council meets its statutory requirements as an Authority in respect of children and young people's welfare.

In addition 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

## Children's Services (excluding Central Support Service charges and Depreciation & Impairment)

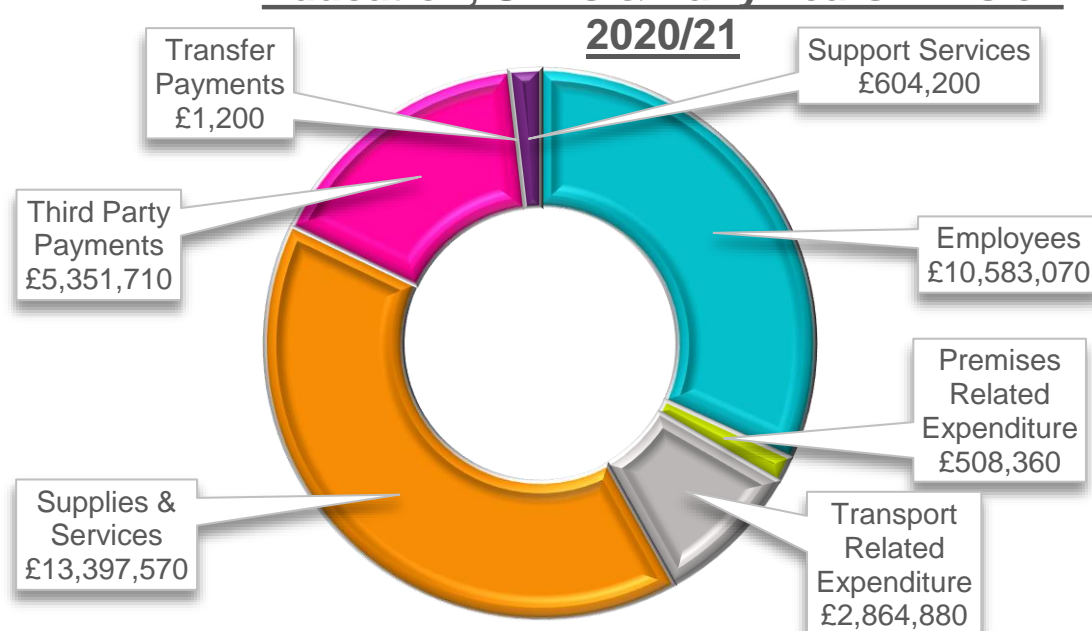
Portfolio Detail / Category	2020/21 Approved Budget £
<b>Expenditure</b>	
Employees	31,268,800
Premises-Related Expenditure	593,550
Transport-Related Expenditure	3,227,170
Supplies & Services	36,366,350
Third Party Payments	17,960,360
Transfer Payments	1,277,740
Support Services	951,970
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>91,645,940</b>
Employees	1,029,410
Supplies & Services	13,988,370
<b>Sub Total : Corporate Items</b>	<b>15,017,780</b>
<b>Total Expenditure</b>	<b>106,663,720</b>
<b>Income</b>	
Government Grants	(40,986,240)
Other Grants, Reimbursements And Contributions	(9,014,910)
Customer and Client Receipts - Fees and Charges	(4,501,510)
Interest Revenue Sources	(12,000)
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>(54,514,660)</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>(63,507,540)</b>
<b>Net Expenditure</b>	<b>43,156,180</b>



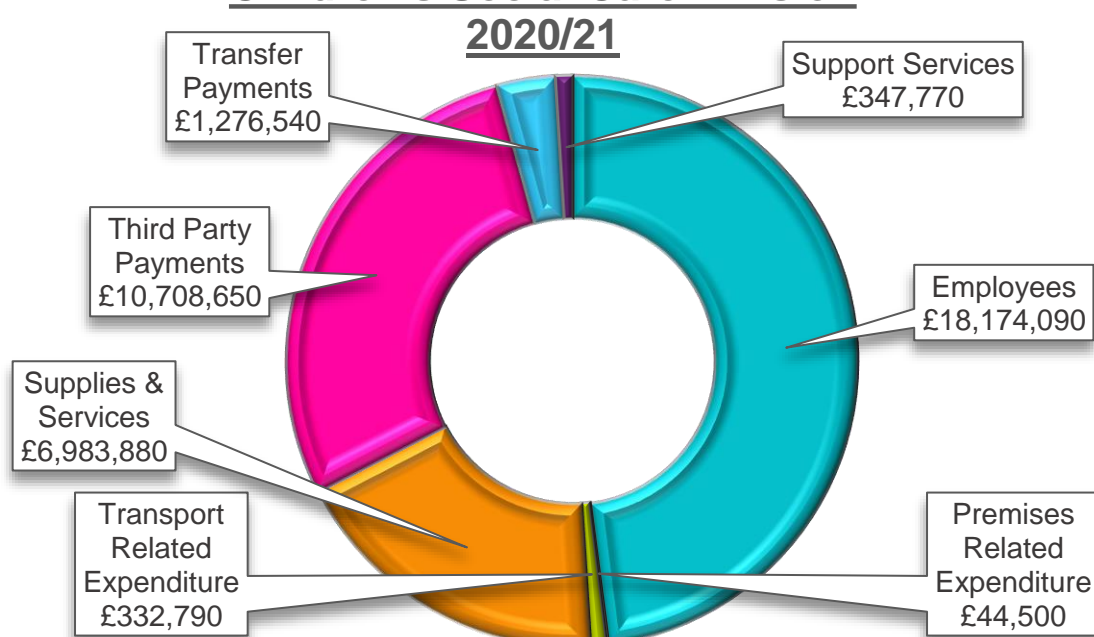
## Children's Services Division / Directorate Summaries 2020/21

The charts below provide Service Budgets including Internal Recharges detail for each division / directorate within the portfolio. These budgets can be adjusted by Directorate teams to allow the alignment of resources to reflect the trends and requirements of service delivery and organisational need. This category includes internal recharges for Corporate Landlord functions and services funded by the Public Health Grant.

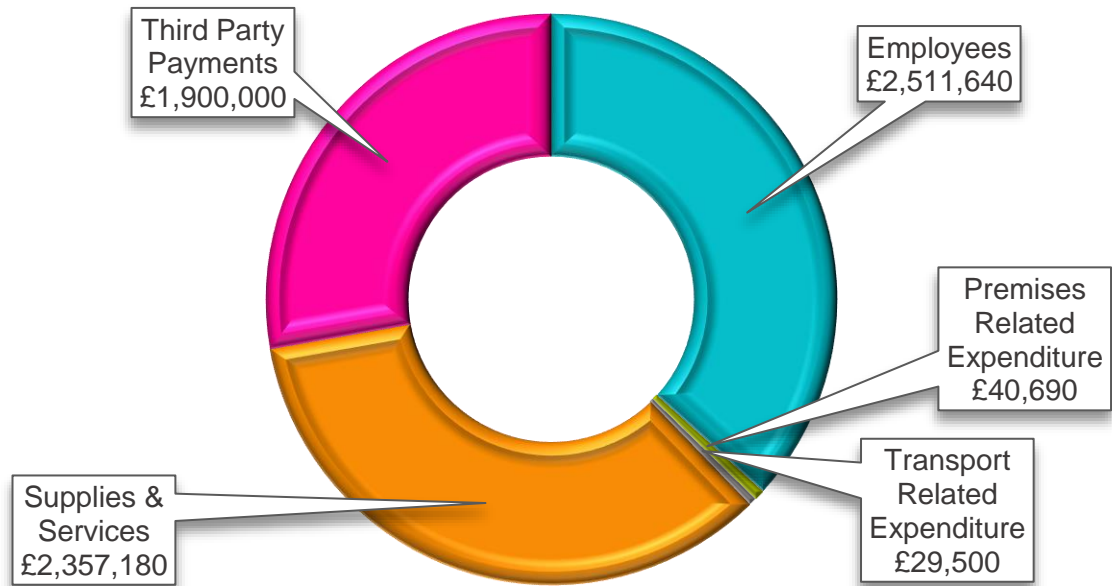
### Education, Skills & Early Years Division



### Children's Social Care Division



**Preventative Services Division**  
**2020/21**





**Reform**

**6**

## REFORM PORTFOLIO

The portfolio was created part way through 2019/20, bringing together a number of services that were previously held within Health and Wellbeing (which no longer exists), Corporate and Commercial Services and Chief Executive Portfolios. The Portfolio now covers a range of services including Public Health, Heritage, Libraries and Arts, Community Safety and Community Development, Districts, Sport, Youth and Leisure as well as corporate functions such as Human Resources and Organisational Development, Policy, Strategy, Communications, Performance and Transformation including Public Service Reform.

The Portfolio also leads on key programmes such as Thriving Communities and Northern Roots.

### Public Health

The Council has a number of public health commissioning responsibilities together with overall responsibility for improving health at a 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)**

Services that transferred to the Council from the NHS are wholly funded from within Public Health resources. However the responsibility for achieving public health outcomes requires the collective efforts of all partners.

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

### Leisure, Youth and Community Services

The service delivers a range of high-quality services that improve the outcomes of Children and Young people including the Youth Service, Detached Youth, District Youth, Study Support, Outdoor and Environmental Education, School Swimming, Sport Development, Districts, Community Safety and Stronger Communities.

The service 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 and delivers a district and targeted Detached Youth programme.

The service delivers sport and physical activity programmes in schools and in our communities. In addition, it supports the Public Health team delivering key public health messages to children and young people.

The service leads on the client relationship and management of the Leisure Contract. It delivers the Sport and Leisure offer for the Borough and engages with regional and national bodies supporting the delivery of sport and physical activity strategies and facility developments.

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

The District Teams sit within this Division. It is their responsibility to enable local democratic processes to be fulfilled working closely alongside elected members. They work in partnership to develop District plans that deliver against local priorities within the defined geographical area and commission activity aligned to the priorities, facilitating the delivery of the co-operative ethos.

The Stronger Communities Service encompasses community cohesion, delivery and implementation of 'Prevent' to support 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. 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. 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.

#### Heritage, Libraries and Arts

The service includes Gallery Oldham, Archives & Local Studies, Libraries, Oldham Theatre Workshop, Arts Development and the Music Service. Through access to the borough's heritage collections, information resources, an extensive network of cultural venues, and relevant and creative programming, the service delivers a high quality cultural offer across the borough in both Council buildings, schools and community settings. The cultural offer targets all sections of the community and provides opportunities for people to learn and develop skills, improve their employability, enhance their wellbeing, express themselves, celebrate heritage and diversity, understand contemporary issues and work together for mutual benefit. The Service is also a cornerstone of the town centre visitor offer and contributes to the positive image of the borough and the visitor economy.

Partnership working and utilising professional and community networks enable the service to extend engagement levels and make best use of resources. This approach will continue with the development of the Cultural Quarter, bringing together the Council and partners to deliver the new Heritage and Arts Centre (OMA) which will complement the existing facilities and provide an excellent cultural legacy for Oldham.

#### Strategy, Policy and Performance

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

The team provide a one-stop 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.

#### Marketing and Communications

The Marketing and Communications team manages the reputation and communications needs of the Council. Its 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, staff and partners informed about the Council's work, to play a role in strengthening community relations and to connect people with services and benefits that are designed to help.

### Business Intelligence

The service is responsible for providing a wide range of corporate 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. It also leads on the council's performance framework which monitors key objectives and plays a major role in service improvement by using data and insight to improve performance.

### Transformation and Reform

The service provides a mix of advice, support and guidance on the delivery of whole system change. This includes providing strategic co-ordination and support to a mix of short and long term programmes and projects which underpin the work on public service reform and whole system transformation including major service improvement and re-design. The focus of the team at the current time is on developing and coordinating a system wide transformation programme which will also help address the budget challenge faced by the council and CCG. The Transformation taking place affects a range of organisations and the capacity provided by this team is critical to helping the different parts of the system move forward in a way that is helpful to all parts of Team Oldham.

### People Services

This function currently provides a range of services to support the workforce. It leads on all matters relating to Learning and Development, Employee Relations, Recruitment and Retention, Industrial Relations, Reward and Recognition, Organisational Design and Development and building and supporting the Workforce for the future. Unity Partnership Ltd provide a range of transactional services and so People Services also provides client management for those services including Payroll.



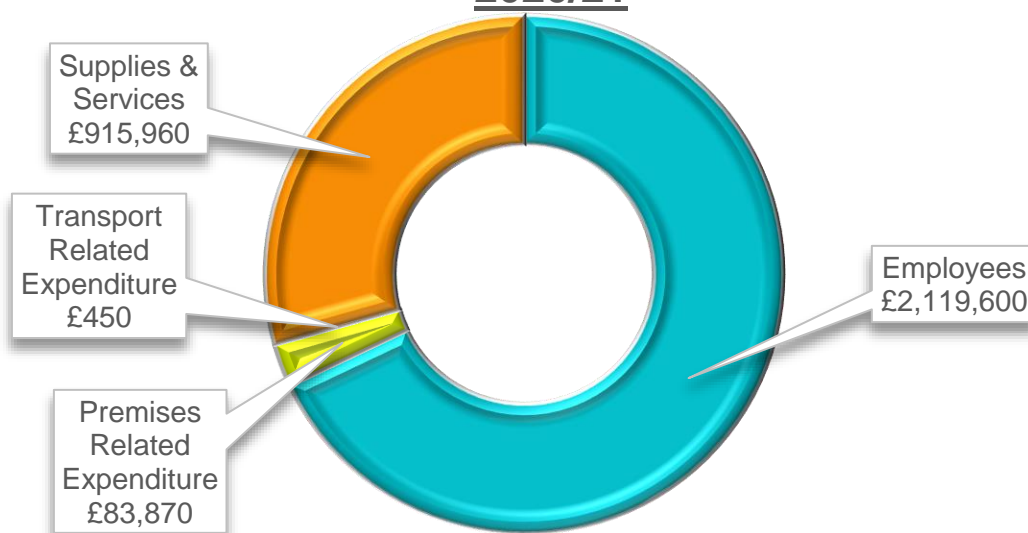
## Reform (excluding Central Support Service charges and Depreciation & Impairment)

Portfolio Detail / Category	2020/21 Approved Budget £
<b>Expenditure</b>	
Employees	13,768,430
Premises-Related Expenditure	531,960
Transport-Related Expenditure	287,080
Supplies & Services	24,821,190
Transfer Payments	57,600
Support Services	1,812,950
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>41,279,210</b>
Supplies & Services	2,922,890
<b>Sub Total : Corporate Items</b>	<b>2,922,890</b>
<b>Total Expenditure</b>	<b>44,202,100</b>
<b>Income</b>	
Government Grants	(347,530)
Other Grants, Reimbursements And Contributions	(4,753,280)
Customer and Client Receipts - Sales	(16,210)
Customer and Client Receipts - Fees and Charges	(3,417,490)
Customer and Client Receipts - Rents	(19,980)
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>(8,554,490)</b>
Government Grants	(1,803,460)
Customer and Client Receipts - Fees and Charges	(1,541,460)
<b>Sub Total : Corporate Items</b>	<b>(3,344,920)</b>
<b>Total Income</b>	<b>(11,899,410)</b>
<b>Net Expenditure</b>	<b>32,302,690</b>

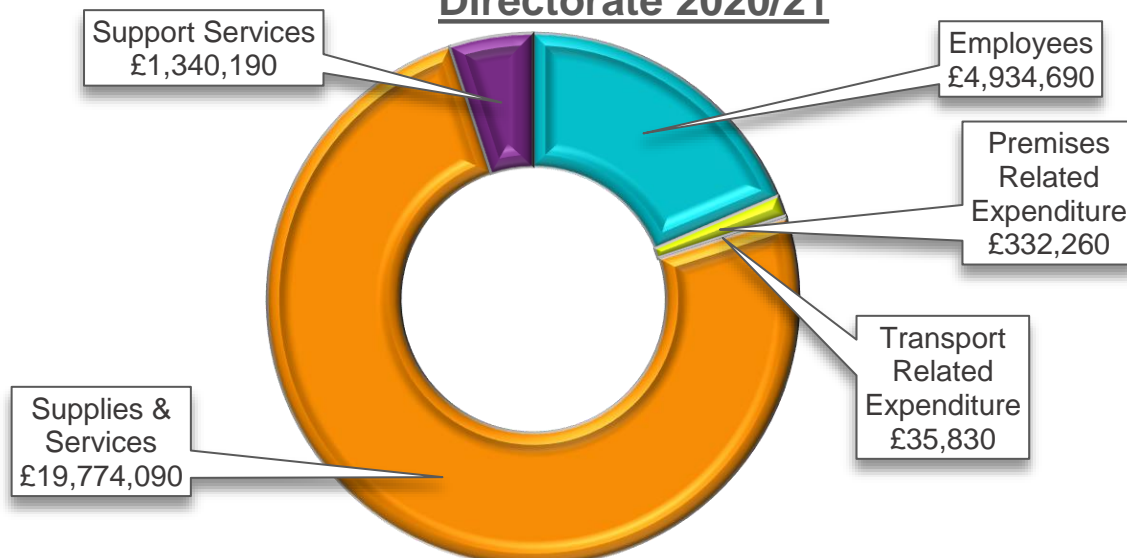
## Reform Division / Directorate Summaries 2020/21

The charts below provide Service Budgets including Internal Recharges detail for each division / directorate within the portfolio. These budgets can be adjusted by Directorate teams to allow the alignment of resources to reflect the trends and requirements of service delivery and organisational need. This category includes internal recharges for Corporate Landlord functions and services funded by the Public Health Grant.

### People Directorate 2020/21

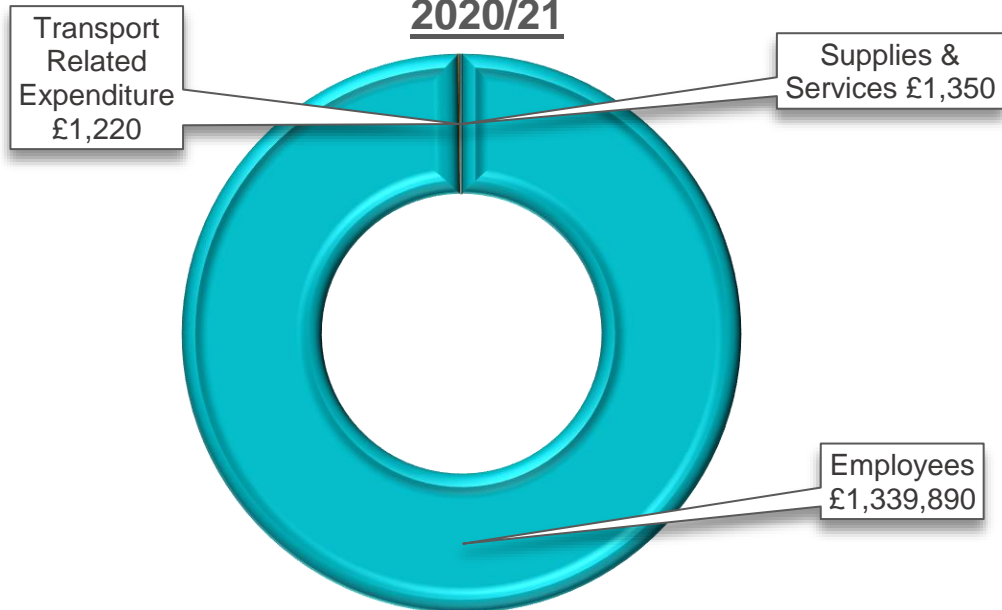


### Public Health and Heritage, Libraries & Arts Directorate 2020/21



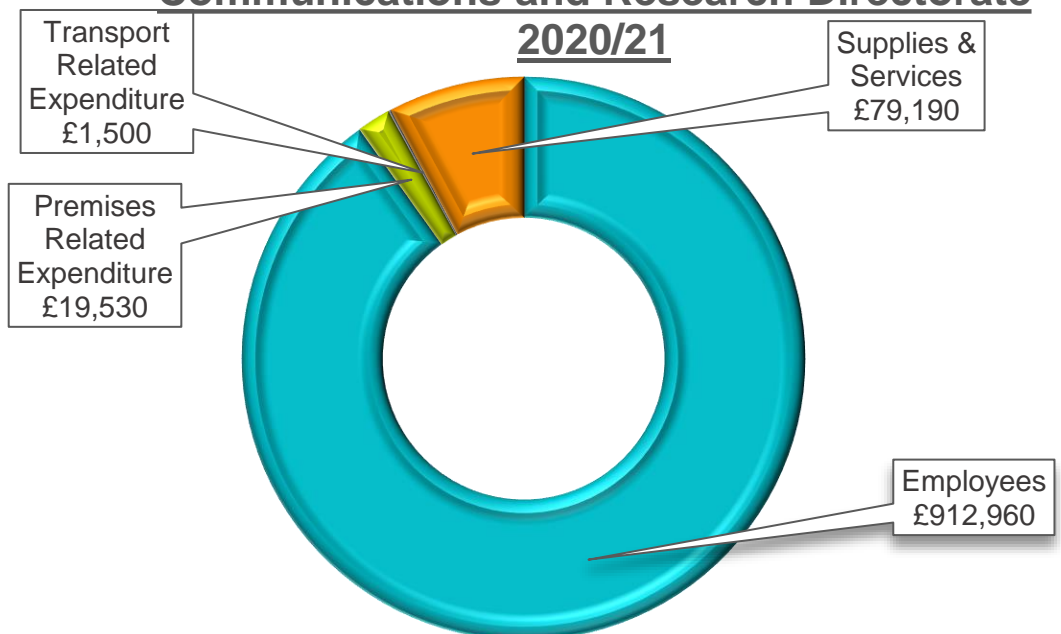
## Transformation and Reform Directorate

2020/21



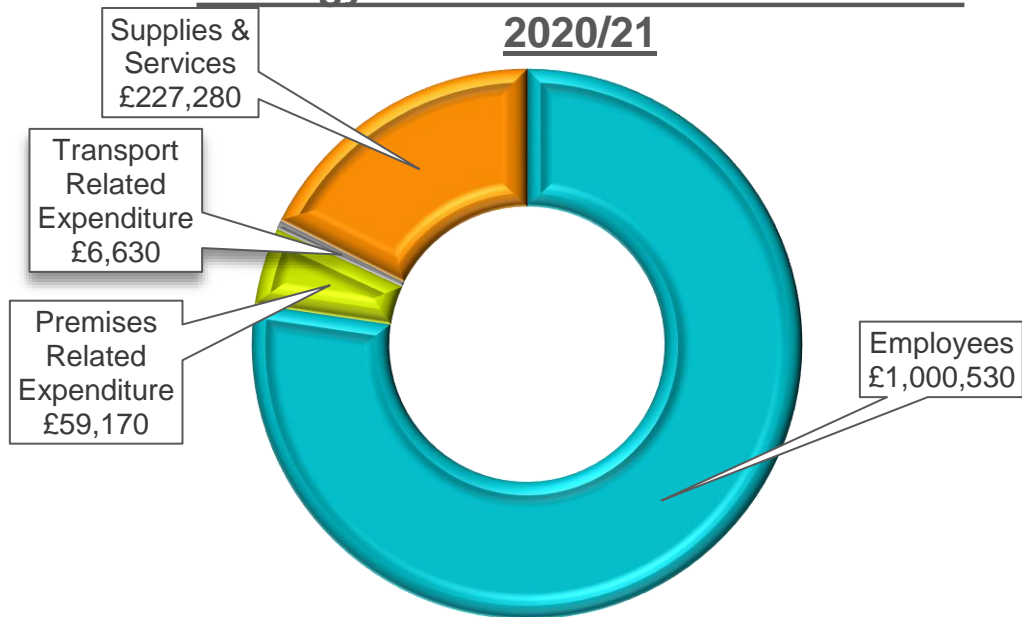
## Communications and Research Directorate

2020/21



## Strategy and Performance Directorate

2020/21





# Commissioning

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## COMMISSIONING PORTFOLIO

The Commissioning portfolio consists of:

The **Finance Service** which 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 Senior 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
  - 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.
- Corporate Governance including:
  - Internal audit, assurance and safeguarding of Council assets
  - Risk management and insurance services
  - Liaison with external auditors
  - Information Governance covering:
    - Freedom of Information and Data Protection advice and monitoring and ensuring that data stored in council systems and networks remains secure
- Revenues and Benefits which includes:
  - Strategy and policy development for Revenues and Benefits Services
  - Client-side management of the Council's contractual relationship with the Unity Partnership Ltd for:
    - Council Tax, Business Rates and Housing Benefit services
    - Accounts Payable and Accounts Receivable services
  - Welfare Rights Services, providing support to residents to maximise income through benefit entitlement advice and representation at tribunals
  - Complaints Team which includes the management of Complaints for all Council Services including Ombudsman complaints

The **Procurement Service** which provides the following:

- 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

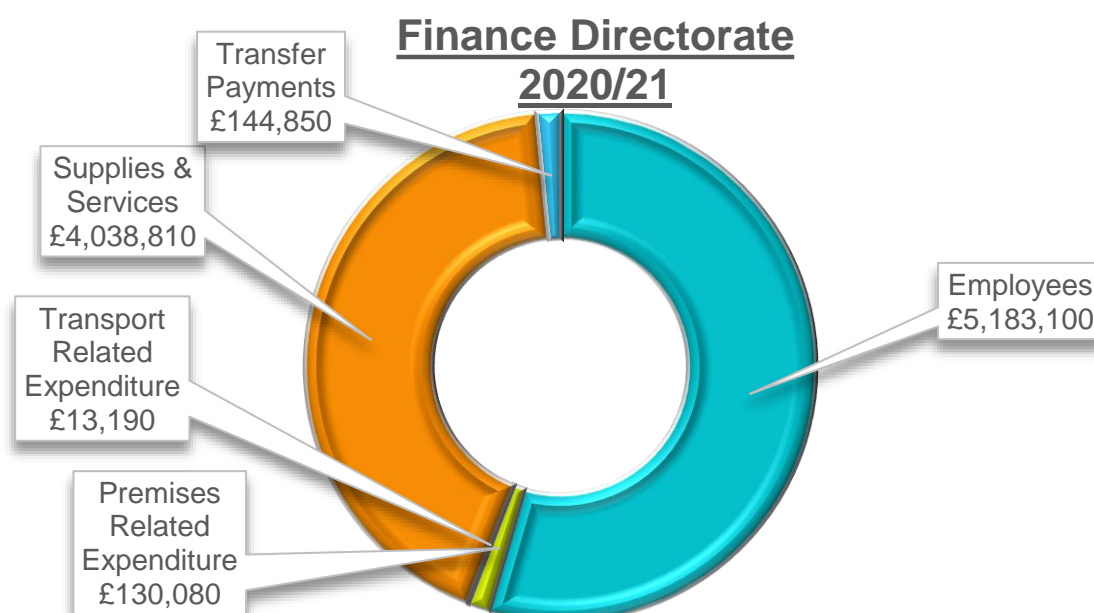


## Commissioning (excluding Central Support Service charges and Depreciation & Impairment)

Portfolio Detail / Category	2020/21 Approved Budget £
<b>Expenditure</b>	
Employees	5,822,790
Premises-Related Expenditure	130,080
Transport-Related Expenditure	15,190
Supplies & Services	4,169,190
Transfer Payments	144,850
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>10,282,100</b>
Employees	200,000
Premises-Related Expenditure	458,970
Transport-Related Expenditure	360,000
Supplies & Services	1,123,010
<b>Sub Total : Corporate Items</b>	<b>2,141,980</b>
<b>Total Expenditure</b>	<b>12,424,080</b>
<b>Income</b>	
Government Grants	(473,560)
Other Grants, Reimbursements And Contributions	(2,065,180)
Customer and Client Receipts - Fees and Charges	(666,290)
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>(3,205,030)</b>
Customer and Client Receipts - Fees and Charges	(305,540)
<b>Sub Total : Corporate Items</b>	<b>(305,540)</b>
<b>Total Income</b>	<b>(3,510,570)</b>
<b>Net Expenditure</b>	<b>8,913,510</b>

## Commissioning Division / Directorate Summaries 2020/21

The charts below provide Service Budgets including Internal Recharges detail for each division / directorate within the portfolio. These budgets can be adjusted by Directorate teams to allow the alignment of resources to reflect the trends and requirements of service delivery and organisational need. This category includes internal recharges for Corporate Landlord functions and services funded by the Public Health Grant.





Chief Executive

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## **CHIEF EXECUTIVE PORTFOLIO**

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

The following members of the Executive Management Team are responsible for one of the following portfolios:

- Deputy Chief Executive
- Strategic Director – Communities and Reform
- Managing Director - Community Health and Adult Social Care (DASS)
- Managing Director - Children and Young People (DCS)
- Strategic Director - Commissioning/Chief Operating Officer

**Executive Support** provide:

The Executive Office provides a high quality, comprehensive and flexible executive support service to the Leader, Deputy Leader, Cabinet Members, Chief Executive/Accountable Officer and the Senior Management Team of the Organisation. The team also has a proactive role in ensuring compliance with, and contributing to, the continuous improvement of corporate frameworks, performance mechanisms and systems. The Service also undertakes delivery of key priorities and projects on a portfolio basis.

**Legal 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

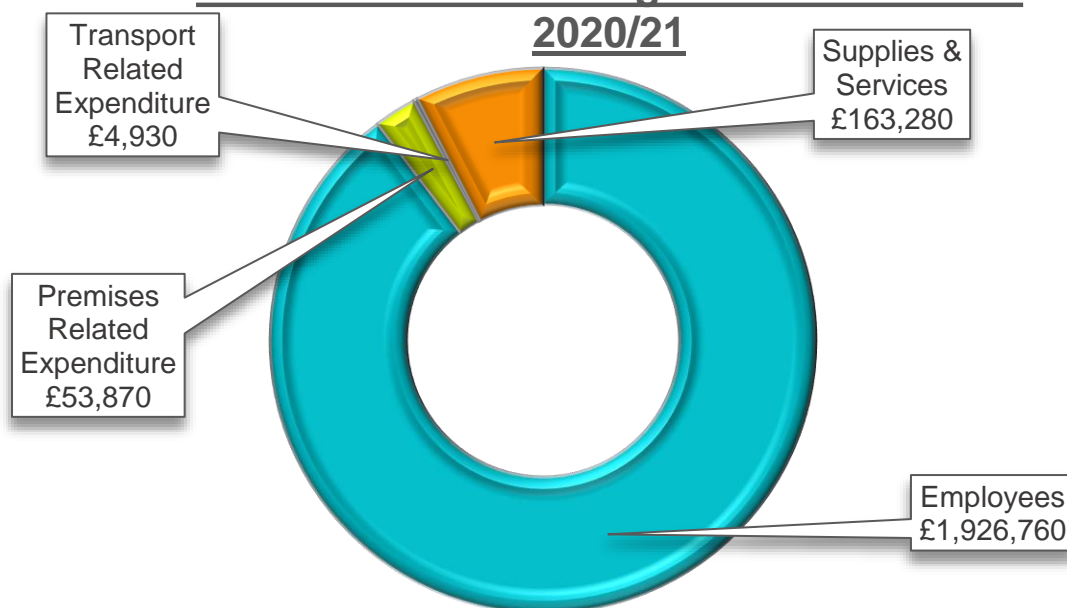
## Chief Executive (excluding Central Support Service charges and Depreciation & Impairment)

Portfolio Detail / Category	2020/21 Approved Budget £
<b>Expenditure</b>	
Employees	5,093,710
Premises-Related Expenditure	280,950
Transport-Related Expenditure	38,680
Supplies & Services	1,666,670
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>7,080,010</b>
<b>Total Expenditure</b>	<b>7,080,010</b>
<b>Income</b>	
Government Grants	(175,270)
Other Grants, Reimbursements And Contributions	(497,710)
Customer and Client Receipts - Fees and Charges	(864,850)
<b>Sub Total : Service Budgets including Internal Recharges</b>	<b>(1,537,830)</b>
Customer and Client Receipts - Fees and Charges	(194,000)
<b>Sub Total : Corporate Items</b>	<b>(194,000)</b>
<b>Total Income</b>	<b>(1,731,830)</b>
<b>Net Expenditure</b>	<b>5,348,180</b>

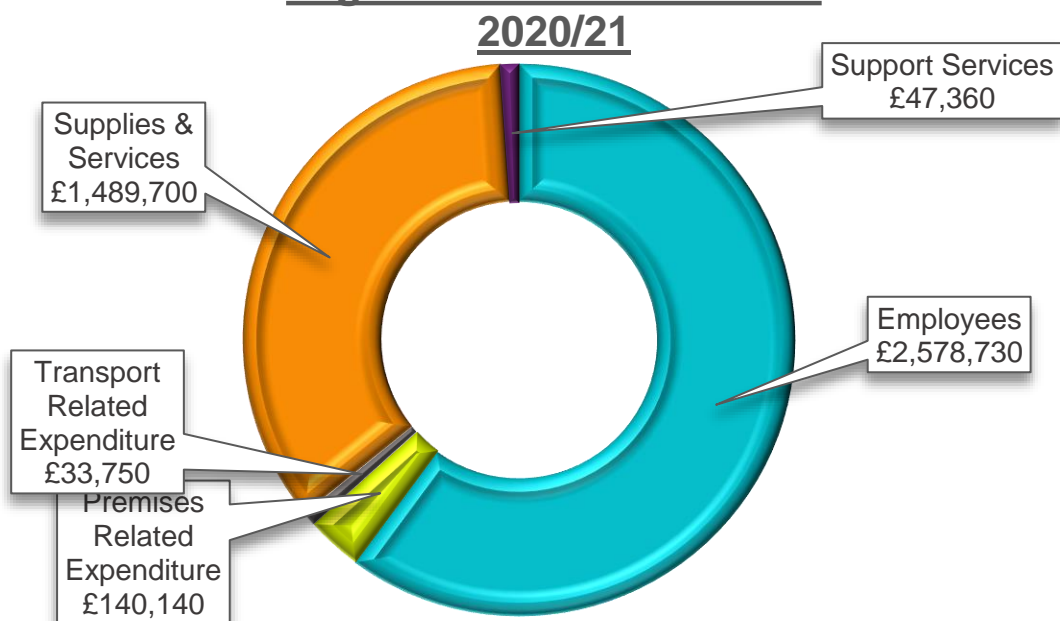
## Chief Executive Division / Directorate Summaries 2020/21

The charts below provide Service Budgets including Internal Recharges detail for each division / directorate within the portfolio. These budgets can be adjusted by Directorate teams to allow the alignment of resources to reflect the trends and requirements of service delivery and organisational need. This category includes internal recharges for Corporate Landlord functions and services funded by the Public Health Grant.

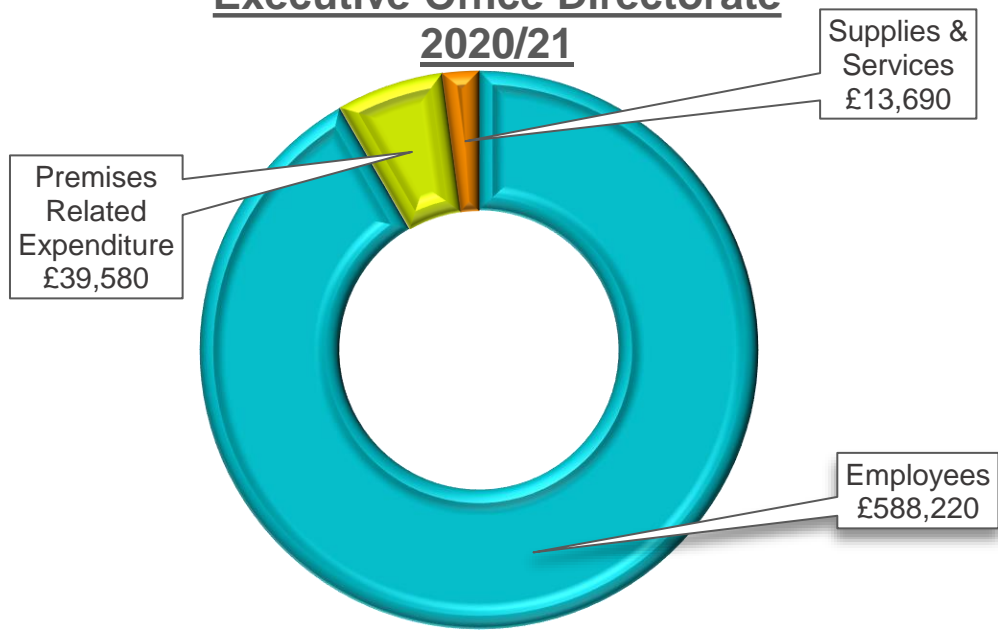
### Chief Executive Management Directorate



### Legal Services Directorate



**Executive Office Directorate**  
**2020/21**







## Capital Budget Summary

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## Capital Budget Summary

Expenditure	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
<b>Corporate Services</b>	<b>6,010</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Investment / Income Generation Opportunities	2,260	-	-	-	-
Flexible Use of Capital Receipts	3,750	-	-	-	-
<b>Children's Services</b>	<b>15,590</b>	<b>12,305</b>	<b>5,000</b>		
Children, Young People and Families	50	-	-	-	-
Schools - General	507	8,305	5,000	-	-
Schools - Primary	4,368	-	-	-	-
Schools - Secondary	9,985	4,000	-	-	-
Schools - Special	680	-	-	-	-
<b>Community Services and Adult Social Care</b>	<b>3,400</b>	<b>703</b>	<b>400</b>	<b>400</b>	<b>400</b>
Social Care	400	703	400	400	400
Disabled Facilities Grant	3,000	-	-	-	-
<b>People and Place</b>	<b>113,308</b>	<b>110,562</b>	<b>86,710</b>	<b>29,664</b>	<b>55,073</b>
Corporate Property	4,117	1,500	1,500	1,500	1,500
Environment	100	1,092	100	100	100
Information Technology	4,438	1,684	2,614	1,249	1,000
Neighbourhood Development Fund	178	-	-	-	-
Other Regeneration Priorities	15,657	14,522	33,522	8,500	47,500
Private Sector Housing	1,065	2,147	-	-	-
Royton Town Centre Development	2,793	-	-	-	-
Strategic Acquisitions	7,795	9,650	5,050	1,300	3,000
Town Centre Regeneration	63,947	69,189	41,649	15,000	-
Transport including Fleet	13,218	10,778	2,275	2,015	1,973
<b>Housing Revenue Account</b>	<b>5,538</b>	<b>3,922</b>	<b>6,200</b>	<b>7,735</b>	<b>-</b>
Housing Revenue Account	5,538	3,922	6,200	7,735	-
<b>Reform</b>	<b>346</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>
District Investment Fund/Local Investment Fund	346	400	-	-	-
<b>Capital General</b>	<b>3,440</b>	<b>3,575</b>	<b>4,200</b>	<b>3,200</b>	<b>1,500</b>
Funding for Emerging Priorities	3,440	3,575	4,200	3,200	1,500
<b>Budget Expenditure Total</b>	<b>147,632</b>	<b>131,467</b>	<b>102,510</b>	<b>40,999</b>	<b>56,973</b>

(subject to rounding – tolerance +/- £1k)

Resources Available	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
<b>Ringfenced Grants</b>	<b>(11,209)</b>	<b>(2,397)</b>	<b>(1,250)</b>	<b>-</b>	<b>-</b>
2016-21 Shared Ownership and Affordable Homes Programme (SOAHP)	-	-	(1,250)	-	-
Devolved Formula Capital (DFC)	(596)	-	-	-	-
Growth Deal 3	(5,563)	-	-	-	-
Heritage Lottery	(1,940)	(250)	-	-	-
Housing Infrastructure Fund - (HCA)	(800)	(2,147)	-	-	-
Local Full Fibre Network (LFFN) (Wave 2)	(383)				
Local Growth and Reform 2 Grant	(369)	-	-	-	-
Mayor's Cycling and Walking Challenge Fund	(591)	-	-	-	-
Pothole Grant	(270)	-	-	-	-
Safer Roads Fund	(400)	-	-	-	-
Special Provision Fund - Pupils with Special Educational Needs (SEN) And Disabilities 2018-2021	(297)	-	-	-	-
<b>Un-ringfenced Grants</b>	<b>(22,504)</b>	<b>(14,258)</b>	<b>(3,202)</b>	<b>(1,973)</b>	<b>(1,973)</b>
Basic Need Capital Grant	(12,021)	(12,285)	(1,229)	-	-
Better Care Fund (Disabled Facilities Grant) 2019/20	(1,000)	-	-	-	-
Better Care Fund (Disabled Facilities Grant) 2020/21	(2,000)	-	-	-	-
Capital Maintenance Grant	(457)	-	-	-	-
School Condition Allocation	(2,800)	-	-	-	-
Local Transport Programme - Highway Maintenance Grant	(4,208)	(1,973)	(1,973)	(1,973)	(1,973)
<b>Other resources – Capital Receipts</b>	<b>(9,306)</b>	<b>(7,855)</b>	<b>(7,352)</b>	<b>(3,949)</b>	<b>-</b>
Agreed Council Resources	(5,556)	(7,855)	(7,352)	(3,949)	-
Flexible Use of Capital Receipts	(3,750)	-	-	-	-
<b>Other resources - Other</b>	<b>(5)</b>	<b>(3,935)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Contribution from 3rd Parties	(5)	(3,935)	-	-	-
<b>Other resources - Prudential Borrowing</b>	<b>(99,070)</b>	<b>(99,100)</b>	<b>(84,506)</b>	<b>(27,342)</b>	<b>(55,000)</b>
Prudential Borrowing	(69,070)	(52,100)	(50,506)	(9,342)	(8,000)
Prudential Borrowing – Financed by Income	(30,000)	(47,000)	(34,000)	(18,000)	(47,000)
<b>Revenue Contribution - Housing Revenue Account (HRA)</b>	<b>(5,538)</b>	<b>(3,922)</b>	<b>(6,200)</b>	<b>(7,735)</b>	<b>-</b>
Revenue Contribution to Capital Outlay - HRA	(5,538)	(3,922)	(6,200)	(7,735)	-
<b>Resources Total</b>	<b>(147,632)</b>	<b>(131,467)</b>	<b>(102,510)</b>	<b>(40,999)</b>	<b>(56,973)</b>

(subject to rounding – tolerance +/- £1k)



**HRA Housing Revenue Account**

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## HRA Income & Expenditure Account 2020/21 to 2024/25 Strategic Forecasts

<b>HRA Income &amp; Expenditure Account 2020/21 to 2024/25 Strategic Forecasts</b>	<b>Original 2020/21</b>	<b>Original 2021/22</b>	<b>Original 2022/23</b>	<b>Original 2023/24</b>	<b>Original 2024/25</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Income</b>					
Dwellings Rents (gross)	(8,928)	(9,169)	(9,417)	(9,671)	(9,932)
Non-Dwelling Rents	(38)	(39)	(39)	(39)	(40)
Charges for Services and Facilities	(1,224)	(1,232)	(1,240)	(1,249)	(1,259)
Contributions towards Expenditure	(20)	(20)	(20)	(163)	(165)
HRA Subsidy ~ PFI Credits	(18,799)	(18,799)	(18,799)	(18,799)	(18,799)
<b>Total Income</b>	<b>(29,009)</b>	<b>(29,259)</b>	<b>(29,515)</b>	<b>(29,921)</b>	<b>(30,195)</b>
<b>Expenditure</b>					
Unitary Charge Payments (PFI2 and PFI4)	23,876	24,175	24,477	24,782	25,091
Supervision & Management	499	508	517	526	535
Depreciation and Impairment of Fixed Assets	146	146	146	146	146
Rent, Rates and Other Charges	2,689	2,730	2,781	2,833	2,887
Revenue Contribution to Capital Outlay (RCCO)	5,538	3,922	6,200	7,735	0
<b>Total Expenditure</b>	<b>32,748</b>	<b>31,481</b>	<b>34,121</b>	<b>36,022</b>	<b>28,659</b>
<b>Net Cost of HRA Services</b>	<b>3,739</b>	<b>2,222</b>	<b>4,606</b>	<b>6,101</b>	<b>(1,536)</b>
Interest Payable and Other Similar Charges					
Interest and Investment Income	(219)	(219)	(219)	(219)	(219)
<b>(Surplus)/Deficit for the year on HRA Services</b>	<b>3,520</b>	<b>2,003</b>	<b>4,387</b>	<b>5,882</b>	<b>(1,755)</b>
HRA Balances brought forward	(21,750)	(18,230)	(16,227)	(11,840)	(5,958)
<b>HRA Balances carried forward</b>	<b>(18,230)</b>	<b>(16,227)</b>	<b>(11,840)</b>	<b>(5,958)</b>	<b>(7,713)</b>