

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

BUDGET 2017/18

CONTENTS

	Page
Foreword by Group Director Corporate and Frontline Services	2 – 3
Council Reports:	
1 st March 2017 (The Council's 2017/18 Revenue Budget Strategy)	5 – 20
1 st March 2017 (The Council's Three Year Capital Programme 2017/18 - 2019/20 Incorporating a Review of Earmarked Reserves)	21 – 34
Profile of Rhondda Cynon Taf County Borough Council	36
Summary	37 – 44
Community & Children's Services	45 – 59
Education & Lifelong Learning	60 – 75
Chief Executive's Division	76 – 92
Corporate & Frontline Services	93 – 113
Authority Wide Budgets	114 – 117

FOREWORD BY GROUP DIRECTOR CORPORATE AND FRONTLINE SERVICES

On the 1st March 2017 the Council agreed the Cabinet's proposals and recommendations for the revenue budget for the 2017/18 financial year, along-side the Council's Three Year Capital Programme 2017/18 - 2019/20. The budget-setting process continues to represent a challenge as the expectations of local residents are balanced with the ongoing drive from the Council for greater efficiency whilst continuing to deliver key services, during this time of national austerity and (real term) reductions in available funding.

The Cabinet Secretary for Finance and Local Government (Mark Drakeford, AM) announced an **increase** in revenue funding (at an all Wales level) of 0.2% for local authorities in Wales for the year 2017/18. The increase for Rhondda Cynon Taf was 0.4% and is set against inflation running at much higher levels (+ 3% during 2016/17).

Given this settlement level, a limited ability to increase Council Tax (with a low tax base) and the significant and emerging pressures upon many Council services, developing an equitable and deliverable budget strategy was again going to be extremely challenging. However, appropriate decisions were taken to ensure that the Council's financial stability was not compromised, that the budget was equitable for all and protects as many key services and safeguards as many jobs as possible.

This was set against the context of a budget gap which amounted to £5.4M after the receipt of the final local government settlement, after a number of base budget requirements were addressed and after the assumed delivery of a £6M targeted efficiency. The opportunity to reduce the level of Council Tax increase to 2.25% and to provide Schools with an increase in resources of 1.5% year on year, resulted in the budget gap reducing to £3.6M.

The Council was able to balance the budget for 2017/18 with a combination of further efficiency measures (£0.6M), a reduction to the budget required for the Council Tax Reduction Scheme to reflect lower levels of demand for this support (£1.6M) and the use of the Medium Term Financial Planning (MTFP) and Service Transformation Reserve - (transition funding £1.4M). Such a strategy did not undermine the Council's core financial health (i.e. £10M remaining in general reserves) and enabled the budget to be set without any cuts to our valued frontline public services.

Alongside the Revenue Budget, the Council also agreed a new 3 year Capital Programme which will see investment in infrastructure across the County Borough of £172.5M over the next 3 years. Included was additional investment of £7.5M, targeted to support the aspirations and priorities of the Corporate Plan and further supporting work in areas such as:

- Economic Regeneration;
- Improving our own assets to enhance service provision – a better experience for service users / customers;
- Reducing our day to day maintenance and running costs;

- Job Creation and sustaining employment into the future;
- Cost avoidance;

The settlement again provided no indication of resource levels for the following financial year (2018/19) albeit there is an expectation of continued challenging settlements into the future, which will be clearly some way below Central Governments target for inflation of 2%.

It is in this context that the Council's Medium Term Financial Strategy continues to be critical in ensuring that the best use is made of all available Council resources. The way in which we engage with the communities which we serve will also continue to be important as we move forward in these austere times.

Finally, as always, I would like to record my sincere thanks to everyone who has played a part in helping to formulate and deliver this years budget, including those (over 900) who participated in the Council's Budget Strategy Consultation process. Setting the budget is only the start and the year ahead will once again be extremely challenging. This Council, however, will remain focused on maintaining sound financial management and on the delivery of key services for the residents of the County Borough.

Chris Lee CPFA
Group Director Corporate and Frontline Services

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

COUNCIL REPORT 1st MARCH 2017

- THE COUNCIL'S 2017/18 REVENUE BUDGET STRATEGY

COUNCIL REPORT 1st MARCH 2017

- THE COUNCIL'S THREE YEAR CAPITAL PROGRAMME 2017/18 - 2019/20
INCORPORATING A REVIEW OF EARMARKED RESERVES

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2016-2017- REPORT NO.

**COMMITTEE:
COUNCIL**

1st March 2017

REPORT OF:

THE CABINET

PART 1	AGENDA ITEM NO.7
THE COUNCIL'S 2017/2018 REVENUE BUDGET STRATEGY	

AUTHOR: Chris Lee – Group Director Corporate & Frontline Services
Tel. No. 01443 424026

1.0 PURPOSE OF THE REPORT

1.1 This report provides information on the implications for the Council of the local government settlement for 2017/2018. It also sets out the recommendations of the Cabinet in response to this Council's resourcing requirements, in order to assist Members to determine specific service allocations within the Council's Revenue Budget, together with the level of Council Tax, for the year ending 31st March 2018.

2.0 RECOMMENDATIONS

It is recommended that Members:

- 2.1** Note the written statement from the Cabinet Secretary for Finance and Local Government (Mark Drakeford AM) and the table on the 2017/2018 local government settlement, reproduced at Appendix 1;
- 2.2** Note the base budget adjustments impacting in 2017/18 as summarised in Table 1;
- 2.3** Approve the budget strategy proposals as summarised in Table 2, including:
- I. An agreed additional efficiency sum of £0.584M (over and above the £6M agreed at 'Provisional Settlement' stage in October 2016) for 2017/18;
 - II. A reduction in the budget allowance for the Council Tax Reduction Scheme of £1.600M;

III. Use of the 'Medium Term Financial Planning & Service Transformation Reserve' as transitional funding, totalling £1.433M for 2017/18.

- 2.4 Approve Tables 3 and 4 in Section 10 of the report as the basis of allocating resources to the Individual Schools Budget (ISB), to other Council Services, and to meet its corporate financing requirements;
- 2.5 Agree the Council Tax increase for the financial year ending the 31st March 2018 at 2.25%;
- 2.6 Agree the Council's overall budget for 2017/2018, in order to set the Council Tax for the forthcoming financial year by the statutory deadline of the 11th March 2017.

3.0 **BACKGROUND**

- 3.1 At the Council meeting on the 28th of September 2016, the Council's audited accounts were presented, which reported General Fund Balances amounting to £10.720M.
- 3.2 Given the continuing financial pressures the Council is working under, it remains the view of the Section 151 Officer that the Council should hold a minimum of £10M as General Fund Balances, (i.e. its working balance). This level is set given the context of the need for continued strong financial management that is felt to be essential to ensure that the Council maintains financial flexibility and stability going forward.
- 3.3 Members will be aware that in addition to General Fund Reserves, the Council also holds a number of earmarked reserves that are kept under continuous review and are assessed each year by the Wales Audit Office. Members will be aware that included in these Reserves is a Medium Term Financial Planning and Service Transformation Reserve that has successfully supported transitional funding as part of the Council's Medium Term Service Planning arrangements. It has achieved this through helping to smooth the delivery of budget savings over a number of years, whilst still allowing an annual balanced budget to be delivered. The starting point for the Medium Term Financial Planning and Service Transformation Reserve as at the 31st March 2016 is £4.901M. As part of our ongoing strategy, we have continued to identify and deliver savings in year which means we have been able to increase the level of transitional funding available and the latest position is that this reserve has now increased to £6.693M (additional in year savings to date of £1.792M).

- 3.4** The Wales Audit Office continues to emphasise that we must remain disciplined at this crucial time, if we are to maintain our long-term goal of driving forward continuous improvement of key services, though this becomes increasingly harder to achieve with such severe financial pressures.
- 3.5** The Wales Audit Office assessment is an accurate one and it is clear that Members continue to take their fiduciary duty extremely seriously. We have a positive track record in this regard. A recent review of Financial Resilience by the Wales Audit Office noted that the Council has a robust corporate framework for financial planning and has a largely effective and improving savings planning approach which supports future financial resilience. The challenge, therefore, is to construct a prudent, equitable and fair revenue budget for the financial year ending the 31st March 2018. This must involve an approach which publicly demonstrates sound financial stewardship; which does not take unnecessary risks; which maximises income generation; delivers efficiency (nearly £80M implemented over the last 10 years) and which delivers the services that are needed and we can afford, as well as protecting as many jobs as possible.
- 3.6** Following the establishment of the overall financial position, the Cabinet, assisted by the Senior Leadership Team was able to commence initial work on it's budget strategy for 2017/2018. The broad objectives of next year's proposed strategy remain consistent with the current year and these are to:
- (i) Support the delivery of our key strategic priorities, particularly around the need to build a strong economy, promote people's independence and create a County Borough where people are proud to live and work;
 - (ii) Retain the support of the Wales Audit Office for the approach the Council has adopted to securing strong financial management;
 - (iii) Continue with the delivery of our key services and protect as many local jobs as possible even with diminishing financial resources; and
 - (iv) Take a responsible attitude towards agreeing the level of the Council Tax.

4.0 THE 2017/2018 LOCAL GOVERNMENT SETTLEMENT

4.1 On the 21st December 2016, the Cabinet Secretary for Finance and Local Government (Mark Drakeford AM) announced the Final 2017/2018 Local Government Settlement. The Minister's statement and key data table is attached at Appendix 1.

4.2 The "headlines" of the 2017/2018 Settlement are as follows:-

- a. The overall reported increase in Revenue Support Grant (RSG) and Non-Domestic Rates funding for 2017/2018 (of unhypothecated funding) at an all Wales level, is +0.2%, but this is before new responsibilities are taken into account totalling £10.800M.
- b. The final reported settlement for Rhondda Cynon Taf, shows an increase of +0.4% which is better than the average of +0.2%. Settlement figures across the twenty two local authorities in Wales range from at best +1.1% to at worst -0.5%.
- c. A 'floor' protection has been included for 2017/18 and is set at -0.5% and is funded from resources outside of the Settlement.
- d. The Settlement includes 'transfers in' of £3.082M in respect of the Delivering Transformation Grant (£2.830M), Deprivation of Liberty Standards (£0.184M), Blue Badge Additional Funding (£0.011M) and Food Hygiene Rating Scheme (£0.057M).
- e. The Settlement includes 'transfers out' of £1.000M for the Education Workforce Council Teachers Registration Fees.
- f. The settlement includes 'new responsibilities' of £10.800M in respect of Increased Capital Limits for Residential Care (£4.500M), War Disablement Pension Disregard (£0.300M) and Homelessness Prevention (£6.000M).
- g. The settlement contains no indication of future year settlement levels i.e. 2018/19 and beyond.
- h. The Council's General Capital Funding allocation is increased slightly by 0.06% (£0.068M) to £11.232M.

5.0 **RECENT BASE BUDGET UPDATES**

5.1 Budget assumptions used in compiling the “Base Budget” for the Council are constantly being reviewed and updated. In recent weeks a number of adjustments have been identified that will impact on the estimated budget requirement for 2017/2018. These are:

a. *Local Government Pension Scheme* – The triennial valuation of the Rhondda Cynon Taf Fund will result in new contribution levels for employers from the 1st of April 2017. Whilst the exercise is not yet formally concluded (sign off with Actuary by 31st March 2017) the estimated contribution rate levels for this Council are projected to increase base costs in 2017/18 by a further £1.624M.

b. *Car Parking Charges* – Changes to the Council’s car park charging regime were agreed by Cabinet on the 18th of January 2017. This followed a period of consultation undertaken pre Christmas and changes agreed were:

- That in Pontypridd and Aberdare, the Council’s car parking charges, including season ticket charges, be revised as per the proposed new tariffs consulted upon.
- That a flat rate of £1 for all day parking is introduced across long-stay car parks for Saturdays in Pontypridd and Aberdare.
- That the Council retain the existing period of a month of free parking, after 10am, across car parks in Pontypridd and Aberdare town centres during the month of December.
- That a feasibility study be undertaken with regard to the possible future introduction of card payment facilities and mobile technology.
- To introduce free parking in Pontyclun, Tonypany, Porth and Mountain Ash town centres and to authorise the responsible Directors to take forward discussions with Pontyclun Community Council in respect of the Lease Tenure arrangement for Pontyclun car park.
- To introduce a maximum-stay parking restriction of 4-hours across Council short-stay pay and display car parks and at those short-stay car parks where charging has been abolished.
- To reaffirm the Council's commitment to continue providing free car parking for disabled badge holders in disabled parking bays in all Council car parks.
- That these changes be implemented on 1st April, 2017.

The budgetary impact of these recommendations totals £0.370M for 2017/18.

- c. *City Deal* – Council on the 25th of January 2017 supported a suite of recommendations committing this Council to the City Deal formally, including agreeing the Joint Working Agreement, the establishment of a Regional Cabinet and the approval of funding contributions within a defined affordability envelope. The report indicated that a sum of £0.158M was required in respect of host and administrative support for the deal in addition to a contribution to borrowing costs which have been modelled over a 25 year duration. The early year costs of the deal are expected to be smaller (years 1 to 5 estimated to be a total of £1.7M) and will peak in year 11 at £2.1M for that year. Prudently, an amount of £0.500M has been set as an initial base requirement to cover total costs (host / administrative support and contributions) and any surplus at year end will be allocated to a specific Treasury Management Reserve so that fluctuations in annual contributions can be smoothed and any volatility minimised from annual budget setting requirements.
- d. *Bridge Inspections* – Cabinet on the 24th of November 2016 agreed an additional revenue budget allocation totalling £0.310M to provide an enhanced inspection process and that this would be built into the budget strategy for 2017/18.
- e. *Living Wage Foundation* – The Council moved to the Living Wage Foundation rate of £8.25ph in October 2016. In November 2016, the Living Wage Foundation announced their new rate of £8.45. To implement the increased rate from the 1st of April 2017 would cost an additional £0.440M. It is proposed this is implemented in line with Living Wage Foundation employer requirements.
- f. *Fees & Charges* - Council on the 26th February 2014 agreed the Council's budget strategy for 2014/15. Part of the strategy was to increase fees and charges, in total, by an average of 3% above the Retail Prices Index (RPI) per annum for 2014/15 and for each subsequent year to 2017/18. Cabinet agreed changes to the level of Fees & Charges for 2017/18 at its meeting on the 9th of February 2017. A number of changes to the standard uplift requirements were agreed, along with the introduction of a small charge for Pontypridd Lido adult users and the application of a cap on the increases for other fees and charges at a flat rate of 2.25% for 2017/18. The budgetary impact of these decisions totals £0.525M.
- g. *Energy Costs* - The latest estimate of energy costs indicates some significant increases in gas and electricity costs from April 2017. A major cause of these increases is likely to be exchange rate variations since the Brexit vote, impacting on all tanker and pipeline imports. The current projected price rises are likely to be in the range of 14% for gas and between 13% and 19% for electricity. The financial impact of these increases has been estimated to be £0.642M for 2017/18.

- h. *Homelessness Prevention* - The final settlement issued by Welsh Government in December included a new responsibility for Homeless Prevention. Further details on requirements are being reviewed, but the total amount allocated to the Council of £0.396M has been ringfenced, within the budget strategy pending the completion of this review.
- i. *Other* - a number of other budget adjustments have been reflected in the updated position as part of further work on refining base budget requirements for 2017/18. Examples of updates included are costs of additional properties in respect of waste collection (£0.239M) and increasing costs of home tuition (£0.120M), offset by reductions on Fuel, Food and Travel costs (totalling £0.143M) and a review of risk across modelled budget pressures reducing requirements by £0.619M. The overall net reduction in costs taken off the base requirements at Final Settlement totals £1.017M.

5.2 In summary, the measures listed above in 5.1 are shown in Table 1 below:

Table 1: Recent Base Budget Updates Impacting on the 2017/18 Base

	£M
Local Government Pension Scheme	1.624
Car Parking	0.370
City Deal	0.500
Bridge Inspections	0.310
Living Wage	0.440
Fees & Charges	0.525
Energy Costs	0.642
Homelessness	0.396
Other	-1.017
TOTAL	3.790

6.0 THE FINANCIAL IMPLICATIONS OF THE 2017/2018 SETTLEMENT FOR RHONDDA CYNON TAF

- 6.1** The settlement indicates that our 2017/2018 RSG and NDR funding will total £355.447M.
- 6.2** In anticipation of the 2017/2018 local government settlement, the Council's service managers have constructed base budget requirements for next financial year. Those initial calculations provided for:-

- Estimated national wage awards, pension costs and National Insurance Contribution levels;
- Non-pay (i.e. goods and services) inflation, including energy and fuel;
- Corporate financing requirements and levies; and
- Full year effects of additional burdens imposed on the Council.

6.3 The position reported to Council (26th October 2016) at the Provisional Settlement stage indicated a budget gap of £2.819M. This position assumed a modelled 2.5% Council Tax increase, savings secured through changes to the council's Minimum Revenue Provision charge policy (£3.143M), savings already secured early in 2016/17 (£1.856M) and a commitment to deliver £6M of efficiency savings in 2017/18. Taking account now of the recent base budget updates summarised in Table 1, plus the impact of the Final Settlement where additional resources of £1.187M are available, the budget gap has now increased to **£5.422M** (a net increase of £2.603M).

7.0 DEVELOPING AN EQUITABLE, DELIVERABLE AND BALANCED BUDGET FOR 2017/2018

7.1 It will not be easy for us to develop an equitable and deliverable revenue budget strategy given the modest 0.4% increase in funding from the Welsh Government and the significant pressure upon many of our services together with a limited ability to increase Council Tax income, and a low tax base. Within these parameters, we will therefore need to take appropriate decisions to ensure that next year's budget is equitable for all, does not compromise our financial stability, and if at all possible protects as many key services and safeguards as many jobs as we can.

7.2 The Council's overall financial position was referred to in Section 3 of the report. It is vital that we continue with the strategy adopted thus far that takes account of the importance of sound financial management, including the level of General Fund balances and appropriate use of the "Medium Term Financial Planning and Service Transformation Reserve" as transitional funding, whilst targeting any available resources toward our high priority, customer-focused public services.

- 7.3 Every year, there are certain corporate financial provisions that must be “top sliced” locally, before service budgets can be allocated. Next year will be no different. There will be a requirement for:
- a) A provision to meet levies from External Bodies;
 - b) A provision for Capital Charges;
 - c) A provision for all other “Miscellaneous Finance” items (Audit Fees, Insurance Costs, Bank Charges, etc.) which are non-specific to any particular Service Group; and
 - d) Resources to fund the Council Tax Reduction Scheme.
- 7.4 After setting aside appropriate sums for corporate financial requirements, Members can then fully assess the issues and opportunities for the budget as a whole.

Council Tax Levels

- 7.5 This Council has always acted reasonably when setting its Council Tax, balancing the impact upon services and the ability of the public to pay acknowledging that those eligible, will receive support through the Welsh Government’s Council Tax Reduction Scheme (CTRS). For 2016/2017 Members agreed an increase of 2.75%. Mindful of the impact that austerity cuts are having across all of our communities, the proposal is to increase Council Tax in 2017/18 by 2.25%, that is below the 2.5% modelled in the initial budget gap calculations. This proposed increase of 2.25% equates to 38p per week for a person living in a Band A property and 58p per week for someone living in a Band D property (43% of properties in Rhondda Cynon Taf are Band A). Lowering the increase to 2.25% will add £0.187M to the budget gap for 2017/18, hence the updated gap becomes **£5.609M**.
- 7.6 Members will be aware that the costs of the CTRS associated with increases in Council Tax levels and changes in caseload impact on the net income generated through any increase in Council Tax. A 1% increase in Council Tax will generate an additional income for the Council of £998k (at current tax base levels), but will also cost £235k in additional CTRS requirements. It therefore follows that a 1% increase generates a net additional income of £763k, or stated another way, one quarter of any Council Tax increase is lost to support the increased costs associated with the Welsh Government’s CTRS.
- 7.7 Whilst the focus for this report is predominantly on 2017/18 and an initial net “funding gap” of some £5.609M, this gap is projected to rise significantly over the three years to 2019/20 if our base budget is not reduced. In relation to next financial year initially, it is proposed that this exercise is dealt with in two parts – firstly, setting the schools budget, and secondly assessing the options for filling any remaining gap for 2017/2018.

Schools Budget (ISB)

- 7.8** Members have always viewed our schools as being a key priority and have ensured that they have been treated favourably in comparison with other council services. Whilst there is no direction by Welsh Government for 2017/18 to protect Schools, Members are still minded to prioritise funding in this area and as such a 1.5% increase is proposed as part of the recommended budget strategy. This is proposed in the context of an increase overall of only 0.4% received by the Council as a whole. The result of providing a 1.5% uplift is that the overall schools budget for next year will increase from £144.885M to £147.058M, that is, an increase of £2.173M year on year. This will see our schools treated more favourably than other Council services. It is noted that some efficiency planning will be required at a school level. This proposal would see the overall school budget requirement reducing by £1.992M, compared with 'total need' previously modelled, leaving a remaining overall budget gap for the Council of **£3.617M**.

Dealing With The Remaining Revenue Budget Gap

- 7.9** This Council has taken a proactive approach to dealing with the austerity cuts it has faced in recent years and a similar strategy will be adopted for 2017/18.
- 7.10** Following careful consideration, the following approach is recommended:
- a. *Efficiencies* – The Council has successfully delivered nearly £80m in efficiency savings over the last 10 years or so. Whilst the generation of efficiency savings becomes increasingly difficult over time, new technology, collaboration and new ways of working are examples of where such gains can still be delivered. As in previous years, services have been tasked with identifying 'general' base budget efficiency savings. In total, efficiency savings amounting to £6.000M were targeted for 2017/18. Notwithstanding this target level, additional efficiency savings have been identified bringing the efficiency total to £6.584M and as such a further £0.584M can be set against the budget gap. This additional efficiency has in the main been delivered through the success of the Council's Office Accommodation Strategy in reducing office use and associated costs at a faster rate than originally anticipated.

- b. *Council Tax Reduction Scheme (CTRS)* – Members will be aware through the quarterly performance reports this year that the costs associated with the CTRS have been consistently below budget. As at Quarter 2 (reported 24th November 2016), the projected underspend in this area was £0.355M. Further work on caseloads and demand has now been undertaken as part of the base budget update work and previous increases built into the modelling can now be reduced. The proposal is that a £1.600M reduction in the CTRS budget line is now recommended. It should be noted that whilst this takes the budget to £23.507M, this is still in excess of the Welsh Government funding for this area which for 2017/18 totals £22.082M.
- c. *Medium Term Financial Planning and Service Transformation Reserve (Transitional Funding)* – Whilst efficiency savings and cost reduction measures are already in place for 2017/18, it is recognised that further in year savings are necessary to close future year budget gaps. The notion of an annual budget setting process no longer exists and experience from 2016/17 indicates that a proactive and ongoing approach to identifying and implementing savings is the right and most effective approach to take. In doing so, we are able to replenish transitional funding in year and secure base budget savings in the following year. As previously indicated, we have a “Medium Term Financial Planning and Service Transformation Reserve” that provides the tool, albeit short term and one off in nature, for such an approach and this equates currently to £6.693M. To address the current budget deficit, it is proposed that an allocation of £1.433M is made from this reserve for 2017/18. This would facilitate a balanced budget for 2017/18 and would leave £5.260M in the reserve (subject to the year end assessment of reserves post March 31st 2017). Use of £1.433M of one off funding is significantly less than the level used for 2016/17 and the balance remaining would be in excess of what we started with on the 1st of April 2016. Processes are now well embedded to ensure that savings are achieved in year and this reserve continues to be replenished.

- 7.11 In summary, Table 2 lists the proposals recommended to close the remaining budget gap for 2017/18, that will deliver a balanced budget for next year:

Table 2 : Budget Strategy Proposals 2017/18

	£M	£M
Budget Gap		3.617
<i>Strategy Proposals</i>		
Additional Efficiency (over and above the £6M)	-0.584	
Council Tax Reduction Scheme	-1.600	
		-2.184
Remaining Budget Gap		1.433
<i>Use of 'One Off' Funding</i>		
Use of the Medium Term Financial Planning & Service Transformation Reserve		-1.433
Total		0.000

8.0 **SERVICE PRIORITIES**

- 8.1 Even within this period of significantly reducing resources and hence financial pressure on all services, this Council remains committed as far as it possibly can to continue to deliver its key services, stronger communities and social justice. The Council's Corporate Plan 2016-2020 sets out that our key purpose is to provide a County Borough that has high aspirations, is confident and promotes opportunity for all.
- 8.2 However, we must deliver our objectives within the parameters of next year's local government settlement. For next year and into the medium term any available resources should be targeted at key service areas. Part of our General Budget Consultation exercise (explained further in Section 9) has been to test the appropriateness of our key strategic priorities around the themes of:
- *Economy* – building a strong economy;
 - *People* – promoting independence and positive lives for everyone; and
 - *Place* – creating neighbourhoods where people are proud to live and work.

- 8.3** In addition to our revenue base budget requirements, opportunities have also been taken to deliver investment in key strategic areas through one off funding made available via a risk based review of earmarked reserves and through identification of in year savings opportunities. Three tranches of targeted investment have been agreed within the last eighteen months that equates to in excess of £30M. Several areas for investment have helped support ongoing revenue savings and service sustainability through a 'spend to save' approach, for example street lighting, structures and Leisure Services. We will continue to review opportunities for further investment during 2017/18 and a report setting out the updated capital programme for 2017/18 to 2019/20 will be reported to Council alongside this report.

9.0 **THE 2017/2018 GENERAL BUDGET STRATEGY CONSULTATION PROCESS**

- 9.1** As in previous years, the Council has been keen to consult with the public and other interested stakeholders on its general budget strategy and how services are delivered.

- 9.2** The general budget consultation ran from the 7th of November 2016 to the 19th of December 2016 and over 900 people were involved in the process. The results of the consultation are attached at Appendix 2. The consultation methods used this year included:

- An online Budget Simulator;
- A number of Town Centre, Leisure Centre and Day Centre Roadshow events;
- Leader Engagement Events;
- Promotion through Social media, including a Youtube video;
- A Young Person's Budget Engagement Event;
- Older Persons Advisory Group Meeting; and
- Promotion with the Citizen's Panel and through the Cwm Taf Engagement Hub.

- 9.3** For the second year running the Council engaged with relevant stakeholders through the use of an online Budget Simulator. The Budget Simulator outlined a range of services that the Council provides and their associated budgets and then asked people to make £2.8m of savings by adjusting the budget for each service, as well as the level of council tax.

- 9.4** The general budget consultation also incorporated the requirements to consult on discretions available locally for the Council Tax Reduction Scheme (which was used to inform the Council's decision on its scheme for 2017/18 that was considered by Council on the 11th January 2017).

- 95** In addition, specific consultation activity was undertaken with the Finance & Performance Scrutiny Committee and the School Budget Forum and minutes of these meetings are attached at Appendices 3 and 4 respectively.
- 96** Again this year, the draft strategy was subject to pre scrutiny so that non executive members were able to examine proposals and help shape their development before Cabinet considered the detail. The Finance and Performance Scrutiny Committee undertook pre scrutiny of the Budget Strategy proposals and the general consultation feedback report on the 26th January 2017. Attached at Appendix 5 are the minutes (currently draft) from this meeting.

10.0 THE 2017/2018 MACRO REVENUE BUDGET

- 10.1** In arriving at a strategy for 2017/2018, the Cabinet has taken into consideration its key commitments, its views on service delivery and relevant charges for services and the need to minimise the tax burden on local residents. Consequently, and after careful deliberation, the Cabinet has concluded that it can devise a balanced revenue budget which will meet all of the fundamental requirements of its preferred strategy **and** set the Council Tax increase for next year at **2.25%**.
- 10.2** Table 3 below illustrates how the revenue resources available to the Council could be utilised, in order to restrict the Council's 2017/2018 Council Tax increase to 2.25%:

Table 3: Suggested Resources in 2017/2018

	£M
2017/2018 Net Revenue Spending	458.940
LESS: Revenue Support Grant & NDR Contribution	(355.447)
Sub total	103.493
LESS: Release of Earmarked Reserves	(1.433)
To be met from Council Taxpayers	102.060

- 10.3 Table 4 below, shows the overall effect on services of applying the principles of the Cabinet's recommended 2017/2018 budget strategy.

Table 4: Application of the 2017/2018 Outline Budget Strategy

BUDGET REQUIREMENTS	2016/17	2017/18	Increase/ (Decrease)
	£M	£M	£M
Corporate Requirements			
Capital Financing	22.977	19.557	(3.420)
Levies	11.382	11.649	0.267
Council Tax Reduction Scheme	23.954	23.507	(0.447)
Miscellaneous	16.767	15.091	(1.676)
	75.080	69.804	(5.276)
Individual School Budgets (ISB)			
Individual School Budgets	144.885	147.058	2.173
Other Council Services			
Community & Children's Services	133.299	137.914	4.615
Corporate and Frontline Services and Chief Executive's Division	71.089	73.138	2.049
Education & Lifelong Learning Services	30.482	31.026	0.544
Net Revenue Spending	454.835	458.940	4.105

11.0 **SPECIFIC GRANTS**

- 11.1 For next year, the Welsh Government is to provide over £750M in Specific Grants to Welsh Local Authorities.
- 11.2 The Cabinet, of course, are mindful of the opportunities that are likely to accrue, by the Council attracting specific grants to supplement its base revenue budget. Whilst specific grants dilute local accountability, the fact remains that in attracting such funding, it allows us to undertake projects that otherwise we may have had to defer, or cancel.
- 11.3 By their nature, specific grants tend to be time-limited, and involve an assessment process. It is important, therefore, that any specific grant funded programme complements the Council's locally determined priorities. In addition, even if they are initially successful in attracting specific grants, authorities are restricted in their ability to confidently forward plan, as they have no guarantee of ongoing (specific grant)

funding. Consequently, because specific grants are time limited it is vital to develop appropriate “exit strategies”.

- 11.4 The allocation of specific grants remains a key feature of the Welsh Government’s annual local government settlements, albeit the WG is committed to reduce such hypothecation.

12.0 EQUALITY IMPACT ASSESSMENT

- 12.1 In developing these proposals an Equality Impact Assessment (EIA) has been undertaken to ensure that:

- i the Council meets the requirements of the Public Sector Equality Duties; and
- ii due regard has been taken of the likely impact of the decision in terms of equality and discrimination.

13.0 CONCLUSIONS

- 13.1 The Council’s overall financial position remains sound, with the level of General Reserves maintained at the minimum level of £10M.
- 13.2 On the 21st December 2016, the Cabinet Secretary for Finance and Local Government (Mark Drakeford AM) announced the Final 2017/2018 Local Government Settlement which showed this Council’s increase in resources was set at 0.4%.
- 13.3 The Cabinet’s proposals properly address the corporate financial requirements of the Council and, after allocating an adequate financial uplift to the Individual Schools Budget, the sum £242.078M would remain to fund all other services in 2017/2018. This resource can then be used to adequately fund the cost of our services and to support our key priorities.
- 13.4 The Cabinet has recommended setting 2017/2018 revenue spending at a level that will result in a Council Tax increase of 2.25%, for the financial year ending the 31st March 2018.
- 13.5 The Council to date has been able to deliver year on year balanced budgets alongside an investment programme supporting key priorities. The challenge remains though for positive and proactive management from the Senior Leadership Team and clear direction from Members to produce a financially sustainable budget into the medium term in what continues to be an extremely challenging financial climate.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2016-2017

COMMITTEE:
COUNCIL
1st MARCH 2017

Item No:8

**THE COUNCIL'S THREE YEAR
CAPITAL PROGRAMME 2017/18 -
2019/20 INCORPORATING A
REVIEW OF EARMARKED
RESERVES**

REPORT OF THE CABINET

**AUTHOR: CHRIS LEE, GROUP DIRECTOR CORPORATE AND
FRONTLINE SERVICES (01443) 424026**

1.0 PURPOSE OF REPORT

1.1 This report sets out the Council's proposed Capital Programme for 2017/18 to 2019/20, following confirmation of the local government settlement for 2017/18.

2.0 RECOMMENDATIONS

It is recommended that Members:

2.1 Note the detail of the final 2017/18 local government settlement for capital expenditure, reproduced at Appendix 1;

2.2 Agree to the release of the Earmarked Reserve balances as detailed in paragraph 5.3;

2.3 Agree to allocate the funding released from Earmarked Reserves to the investment priorities as detailed in paragraph 5.7;

2.4 Agree the proposed 'core' three year programme detailed at Appendix 2;

2.5 Agree the proposed total three-year Capital Programme, detailed at Appendix 3, which includes the following non core capital funding:

- Prudential borrowing to support 21st Century School Schemes;
- Capital grants for specific schemes;
- Third party contributions;
- Additional Council resources previously allocated to support existing schemes and Corporate Plan investment priorities;

- The investment priorities detailed in paragraph 5.7 which are funded by the release of Earmarked Reserves detailed in paragraph 5.3.

3.0 BACKGROUND

3.1 Members will be aware that each year the Council is allocated a sum of unhyphocated “Supported” borrowing and General Capital Grant from the Welsh Government (WG). Details of the allocation for 2017/18 are shown at Appendix 1. Although the funding for 2017/18 has increased by £0.068M since 2016/17, the level of funding has decreased by over £6m since 2010/11 as shown below:

Year	WG Capital Support
2010/11	£17.306M
2011/12	£13.856M
2012/13	£12.828M
2013/14	£11.328M
2014/15	£11.194M
2015/16	£11.154M
2016/17	£11.164M
2017/18	£11.232M

3.2 This amount, together with estimated Capital Receipts and the utilisation of Capital Reserves, represents the Council’s ‘Core’ capital funding.

3.3 WG has not provided any indication of funding levels for 2018/19 and 2019/20.

4.0 ROLLING ON THE EXISTING ‘CORE’ THREE YEAR PROGRAMME

4.1 The existing programme for 2017/18 and 2018/19 proposed the use of £15.934M of ‘Core’ funds. The ‘Core’ three year programme, as per paragraph 3.2 above is funded from WG support, Capital Receipts and Capital Reserves.

4.2 In recent years we have continued to maintain our core programme at £15.934M per year. The three year capital programme presented here is fully funded albeit there remains a risk that the projected capital receipts are less than anticipated. Capital receipts projections will continue to be closely monitored.

4.3 Whilst maintaining the core programme at the existing level, there remains the requirement for us to continue to review and challenge any commitments made into years two and three, to robustly monitor capital receipt projections and to position ourselves to respond as appropriate and necessary as we move forward.

4.4 Section 6 below details the proposed capital programme for 2017/18 to 2019/20 representing a total investment of £172.501M. This comprises:

- Core capital funding of £15.934M per year, representing a significant investment of £47.802M over the next 3 years;
- Prudential borrowing of £45.979M to support 21st Century Schools;
- Specific grants of £37.264M;
- Third party contributions of £1.981M;
- Earmarked reserves and revenue contributions previously allocated to schemes and investment priorities of £27.139M;
- Capital receipts, in addition to the 3 year core allocation, of £5.222M;
- If agreed, additional earmarked reserves of £7.114M to fund the investment priorities detailed in paragraph 5.7.

5.0 ADDITIONAL INVESTMENT & EARMARKED RESERVES

5.1 As reported to Council in the Statement of Accounts (28th September 2016), the Council has revenue stream earmarked reserves at the 31st March 2016 of £60.504M (£76.284M at 31st March 2015) which are set aside for a variety of purposes. In addition, there are specific reserves relating to Capital Funding, Insurance and Treasury Management.

5.2 The level and use of earmark reserves is constantly reviewed as part of the Council's robust financial management arrangements. Budget setting and accounts closure traditionally provide opportunities for

more in depth reviews and Cabinet have specifically requested that the Section 151 Officer undertake a detailed risk assessment of earmarked reserves with a view to:

- Assessing the underlying financial risk for which they have been set aside to determine if it remains or whether circumstances have changed;
- The extent to which any amounts set aside for investment (Prior Year Commitments – Service “Carry Forwards”) have been contractually committed;
- Being clear on the reasons for holding reserves and ensuring that they are sufficient, but not excessive; and
- The need for continued support of a robust Medium Term Financial Plan.

5.3 With the review complete, Cabinet have now been able to take a view on the extent to which any amounts could be released. These are listed below:

a) Prior Year Commitments (£13.604M as at 31st March 2016)

Sums have been set aside in the previous year to fund intended initiatives which were to be carried out in the following financial year. A review of these reserves has been undertaken with particular regard to their necessity and whether the spend is considered essential in respect of it representing a key priority of the Council.

This has identified, that of the £13.604M earmarked, a sum of **£0.361M** can be released from these reserves.

b) Financial Management and Human Resources Risk Management (£21.592M as at 31st March 2016)

This reserve includes funding for a number of potential future liabilities including VER costs, potential future legal claims, welfare reform implications, social care risks etc.

A review has been undertaken of the levels of risk associated with the relevant areas to which these reserves relate, mindful also of the robustness of current budgets.

In light of this, it is proposed that a sum of **£6.028M** can be released from this reserve.

c) Other Specific Reserves (£2.387M as at 31st March 2016)

Sums are set aside for specific purposes such as building maintenance repair requirements, data centre modernisation and fees charged to specific projects (such as capital schemes).

Following review, it is proposed that a sum of **£0.125M** can be released from these reserves.

d) Insurance Reserve

The Insurance Reserve is set aside as cover for incidents that may have occurred but are not yet claimed alongside mitigating annual volatility in claim numbers (and spend) and insurance premiums.

Following review, it is proposed that a sum of **£1.000M** can be released from this reserve.

- 5.4** The total amount of reserves therefore which have been identified to be released amounts to **£7.514M**.
- 5.5** The Cabinet have carefully considered the options available around the use of the resources identified above. A key consideration continues to be supporting the delivery of the Council's Corporate Plan 2016 – 2020.
- 5.6** Accordingly, the Cabinet believe that the most appropriate use of these one off resources is to invest in our infrastructure and to support the aspirations and priorities of the Corporate Plan. As per recent investment decisions, if agreed this would further support work in areas such as:
- Economic Regeneration;
 - Improving our own assets to enhance service provision – a better experience for service users / customers;
 - Reducing our day to day maintenance and running costs;
 - Job Creation and sustaining employment into the future;
 - Cost avoidance;
- 5.7** In being able to support the above objectives, Cabinet have identified the following specific areas which it is proposed that Council agree can be invested in:

Investment Area	Estimated Cost within updated programme	Resources Already Set Aside as Funding for Investment	Estimated Additional Investment
	£M	£M	£M
Capital			
Highways Infrastructure	3.490	1.226	2.264
Structures	5.950	5.450	0.500
Outdoor Leisure Facilities	1.150	0.550	0.600
Play Areas	0.600	0.150	0.450
Schools	2.000	0.000	2.000
Transport Infrastructure	3.200	2.000	1.200
Parks & Green Spaces	0.300	0.200	0.100
Total Capital	16.690	9.576	7.114
Revenue			
Apprenticeships	0.200	0.000	0.200
Green Teams	0.200	0.000	0.200
Total Revenue	0.400	0.000	0.400
TOTAL PROPOSED INVESTMENT	17.090	9.576	7.514

- 5.8** It should be noted that although the investment for Outdoor Leisure Facilities is shown as £0.600M in the above table, the actual allocation is split between Education & Lifelong Learning and Community & Children's Services, with £0.350M and £0.250M respectively, in accordance with project responsibilities within those areas.
- 5.9** Further details on the spend proposed in 5.7 is included at section 6.
- 5.10** The revenue items at 5.7 do not form part of the capital programme and will be included, subject to approval, in the revenue budget update as part of the first quarter performance report in 2017/18. Both items are existing investment priorities, details of which are as follows:
- **Apprentices** - £0.350M previously allocated (Investment Priorities, Council 28th October 2015). The additional £0.200M investment will enable the Council to continue the apprenticeship programme to give young unemployed people clear pathways to employment by providing opportunities to enter real and sustainable jobs;
 - **Green Teams** - £0.100M previously allocated (Investment Priorities, Council 10th March 2016). The additional £0.200M investment will enhance and continue the work to tackle overgrowth and related issues across the County Borough.

6.0 THE THREE YEAR CAPITAL PROGRAMME 2017/18 – 2019/20

- 6.1 The details of the 3 year proposed programme for each Service Group is provided below.

CORPORATE AND FRONTLINE SERVICES GROUP, CHIEF EXECUTIVE'S DIVISION AND CORPORATE INITIATIVES

- 6.2 The latest projections show expected full year capital spend of £41.738M for Corporate and Frontline Services, the Chief Executive's Division and Corporate Initiatives in 2016/17.
- 6.3 The total resources for 2017/18, as outlined in the proposed three-year Capital Programme is £26.532M (of which £21.218M relates to Corporate and Frontline Services, £1.030M to Corporate Initiatives and £4.284M to the Chief Executive's Division).

CORPORATE AND FRONTLINE SERVICES

- 6.4 As identified in 5.7 additional investment has been provided in Corporate and Frontline Services in the following areas:

- Highways Infrastructure - £2.264M
- Structures - £0.500M
- Transport Infrastructure - £1.200M

This additional investment is included in the figures presented in Appendix 3b.

HIGHWAYS, TRANSPORTATION & STRATEGIC PROJECTS

Highways Technical Services

- 6.5 A budget of £9.895M (2017/18) is to be allocated to the next phase of the Council's Highways Improvement programme and in doing so support one of the Council's current Corporate Plan Priorities: 'Place – creating neighbourhoods where people are proud to live and work.
- 6.6 £3.129M has been allocated to road surface treatments and resurfacing schemes.
- 6.7 £0.100M has been allocated to implement a programme associated with the testing/repairing of the Council's safety barriers/fencing infrastructure.
- 6.8 £0.481M has been allocated for the upgrading of the Council's adopted footway network.
- 6.9 £0.010M has been allocated for improvements to disabled access on the highway.

- 6.10** £0.045M has been allocated for improvements to the Council's Car Parks.
- 6.11** £5.880M has been allocated to Structures to address major structural repairs.
- 6.12** £0.250M has been allocated to enhance the present programme associated with the replacement and upgrading of the Council's life expired concrete & steel lighting columns supplied via overhead lines.

Strategic Projects

- 6.13** Following the previous successful initiative to introduce a "Making Better Use" (MBU) programme of pinch-point and highways network improvement projects, it is proposed to invest £1.2M to extend and enhance this investment programme.
- 6.14** A further commitment of £2M was approved by Council on 30th November 2016 for Cynon Gateway South – Mountain Ash Cross Valley link which will enable this corporate aspiration to be advanced in securing planning consent, and land assembly, detailed design and significant advanced enabling junction works, building on significant progress in 2016/17.
- 6.15** In recent years a number of grants have been made available by WG for delivery of projects on the transportation network. These include Transport Grant, Local Transport Fund, Road Safety Grant and Safe Routes to School Grant. At the present time guidance has been issued and bids are required to be submitted during February for 2017/18 funding. It is anticipated that available grants will be confirmed during March 2017.
- 6.16** Capital investment in the transportation network is also delivered from new developments. Funding can be from developer contributions, S106 agreements and Community Infrastructure Levy. It was reported in 2015 and updated in 2016, that the A4119/A473 Roundabout improvement, Talbot Green will be developed and delivered over 2015/16/17 by this means. The project is currently progressing well and will be completed during the summer of 2017. It is anticipated that the project will be delivered within existing allocations and that no additional funding will be required.
- 6.17** Successful delivery of Metro Phase 1 projects, yielding enhanced grant allocations, has released £0.550M for investment in additional Park and Ride capacity.

- 6.18** RCT is engaged in proposals to develop a City Deal which is envisaged to bring forward a number of capital projects, including Phase 2 of the Metro. The precise content and programme of City Deal projects and Metro Phase 2 is yet to be determined and therefore the implications for RCT and our potential involvement in capital delivery will be reported when this becomes clear.
- 6.19** The RCT Flood Risk Management Plan (FRMP) has now been published in accordance with the Flood Risk Regulations. Flooding continues to be investigated with flood alleviation projects subsequently developed and agreed with WG. Areas with a high risk of flooding may benefit from 85% funding from WG and the RCT Capital allocation is generally utilised as the 15% match funding for larger projects. The RCT Capital allocation is also used for minor flood alleviation schemes not eligible for grant. It is anticipated that flood alleviation scheme development will be progressed in the areas indicated as high risk in the FRMP and where historical flooding has been recorded.
- 6.20** The Traffic Management Capital Programme consists of the core capital allocation, WG grants and Developer contributions. The Council's core allocation will be used for:-
- Traffic Regulation Orders – Speed Limit Changes
 - Traffic Regulation Orders – Various small scale
 - Minor Schemes (Signs and Lines)
 - Collision Cluster Analysis
 - Residents Parking
 - Remedial Works from Safety Audits
- 6.21** A supplementary report on the detail of proposed schemes for Highways, Transportation & Strategic Projects will be presented to Members shortly.

FLEET

- 6.22** The 3 year rolling programme for replacement vehicles continues. The 3 year allocation is £12.715M. This service area is subject to ongoing assessment and continuous review of requirements.

CHIEF EXECUTIVE'S

REGENERATION AND PLANNING

- 6.23** The Council's Capital Programme continues to provide a long term funding commitment to the economic regeneration of the County

Borough and in doing so supports one of the Council's Corporate Plan Priorities: 'Economy – Building a strong economy'

- 6.24** In addition to the above, sustained investment has been maintained across a range of funding streams, supported by external funding and the Corporate Plan Investment Priorities. This has enabled a wide range of regeneration activity to be delivered to benefit the local economy.
- 6.25** The Council will continue to work with partners to develop and progress exciting and innovative schemes such as:
- Redevelopment of Taff Vale site – a major mixed use site opportunity at a key town centre location, with investment and employment potential.
 - Pontypridd YMCA – Redeveloping the YMCA to be fit for the future as a community centre for creative arts facilitating social enterprise, training opportunities and community involvement.
 - Townscape Enhancements – continuing a targeted approach to upgrading town centre buildings for increased business and commercial use and continuing to improve the quality of the townscape providing business investment and employment growth.
- 6.26** The programme of regeneration projects will add value to the significant regeneration investment that has already taken place and will act as a catalyst for further regeneration activity.

CORPORATE INITIATIVES

- 6.27** As part of the Council's on-going programme to ensure high standards of health and safety within its premises, appropriate resources continue to be allocated to the management and remediation of Asbestos and Legionella.

EDUCATION AND LIFELONG LEARNING DIRECTORATE

- 6.28** The latest projections show expected full year capital spend of £41.785M for Education and Lifelong Learning in 2016/17.
- 6.29** The total resources available to Education and Lifelong Learning for 2017/18, as outlined in the proposed three-year Capital Programme is £70.967M.
- 6.30** As identified in 5.7 additional investment has been provided in Education and Lifelong Learning in the following areas:

- Schools - £2.000M
- Outdoor Leisure Facilities (Schools) - £0.350M

6.31 This additional investment is included in the figures presented in Appendix 3d.

SCHOOLS

6.32 The Council will continue to deliver and support its long term investment programme of modernisation to create school environments that meet the needs of our Communities and provide the best learning provision and outcomes for young people and the wider community. The programme of capital investment is supported with Council funding and WG long term strategic '21st Century Schools and Capital Investment Programme'. The following schools are key projects included in the overall strategic programme:

- Reorganisation of Primary and Secondary Schools and sixth form provision in the Rhondda Valleys and Tonyrefail. This project involves providing a step change and the creation of a mixed economy of 3-11, 3-16, 11-16, 11-19 and 3-19 schools together with transforming sixth form provision. This project will enhance the learning experience for over 7,000 pupils in the Rhondda. In summary the individual projects are as follows:
 - Porth County Community School – the refurbishment and remodeling of existing buildings and improved on-site traffic management, together with a new build to house the primary aged pupils to create a new 3-16 community school. Work has just started on site and is due for completion summer 2018;
 - Tonyrefail Community School – a new 3-19 school with the demolition of all but the Grade II listed building and much improved new external sports facilities which include a new 3G pitch at the adjacent leisure centre. The leisure centre will also receive internal adaptations to provide pupils with first class additional facilities to improve their health and well being and the wider community will benefit greatly from this additional investment. Work has just started on site and is due for completion Summer 2018;
 - Tonypandy Community School – the refurbishment of existing buildings and improved on-site traffic management and external sports facilities, together with a new build to house the primary aged pupils at Tonypandy Community School to create a new 3-16 community school. A new 3G pitch has just been opened for the school in January 2017 and is also available for community use. Work has just started on site on the school buildings and is due for completion Summer 2018;
 - Treorchy Comprehensive School – a new science block and remodeling to expand sixth form provision and improve on site

- access and parking. Work is in progress and due for completion Summer 2018;
 - Tonyrefail Primary School – the refurbishment to provide improved accommodation for YGG Tonyrefail. Work will progress in 2017/18;
 - Llwynceilyn Infants School and YGG Llwynceilyn – refurbishment to create improved and extended facilities for YGG Llwynceilyn. Work will progress in 2017/18;
 - Ferndale Community 11-16 school – Minor refurbishment/redecoration. Work will progress in 2017/18;
 - Cymmer Primary School – the refurbishment and remodeling of existing buildings and improved on-site traffic management. Work will start on site summer 2017.
- Y Pant Comprehensive School - This project entails the building of a new block housing new classrooms, additional specialist accommodation to replace all temporary dilapidated classrooms, the refurbishment of some existing buildings and new external sports facilities. The main school block was opened to pupils at the start of the January 2017 and the 3G pitch and multi surfaced games area were opened to pupils and the wider community in February 2016. Demolition of the former main school building and mobiles are in progress and the external playing facilities are scheduled for completion in 2017/18.
 - New Cwmaman Community Primary School – This project entails a new 3-11 school on a new site to replace the former Cwmaman Infants School and Glynhafod Junior School. Council approved the 50% financing of the school using Prudential borrowing on 11th January 2017. In addition to the new school there will be a new play park, multi surfaced games area for use by pupils and the wider community and also improved flood prevention works for Cwmaman.
 - Aberdare School & Sports Centre – The project remains in the capital programme due to the greater than anticipated levels of asbestos in the former Michael Sobell Sport Centre. It is anticipated that, despite the painstaking nature of the demolition work, providing there are no further issues identified with the former Michael Sobell Sports Centre building, the new floodlit, eight-lane running track will be available late summer 2017

PLANNED MINOR CAPITAL WORKS

- 6.33** The planned minor capital works programme allocation for 2017/18 is £7.900M. This includes £5.800M of core capital funding (including slippage), £0.100M of revenue funding and £2.000M of investment funding. The allocation includes an on-going rolling programme for

kitchen refurbishments, window & door replacements, essential works, electrical rewiring, fire alarm upgrades, toilet refurbishments, DDA compliance works, boiler replacement, roof renewal, improvements to schools, asbestos remediation works and IT hardware/software & licences.

- 6.34** A supplementary report detailing proposals of works for consideration within the above mentioned programme will be presented to Cabinet shortly.

COMMUNITY AND CHILDREN'S SERVICES

- 6.35** The latest projections show expected full year capital spend of £12.247M for Community and Children's Services in 2016/17.
- 6.36** The total resources available to Community and Children's Services for 2017/18, as outlined in the proposed three year Capital Programme, is £9.746M.
- 6.37** As identified in 5.7 additional investment has been provided in Community and Children's Services in the following areas:
- Outdoor Leisure Facilities - £0.250M
 - Play Areas - £0.450M
 - Parks & Green Spaces - £0.100M

This additional investment is included in the figures presented in Appendix 3e.

DIRECT SERVICES, BUSINESS AND HOUSING

- 6.38** The programme for Commissioning, Housing and Business Systems includes a budget of £0.550M in 2017/18. This will continue to fund the essential refurbishment and improvement works to the Council's Adult & Children's Services establishments, including asbestos costs, in line with care standards and health & safety legislation. Also included in this budget are the additional costs associated with Telecare Services. This investment will support one of the Council's current Corporate Plan Priorities: 'People – Promoting independence and positive lives for everyone'.

PRIVATE SECTOR HOUSING

- 6.39** The proposed Private Sector Housing programme reflects an investment of £7.398M in 2017/18. This will be utilised to support services such as Disabled Facilities Grants, Maintenance Repair Assistance Grants and Renovation Grants Exceptional Circumstances and in doing so support one of the Council's current Corporate Plan

Priorities: 'People – Promoting independence and positive lives for everyone'. This programme also includes the Community Regeneration budget which provides grants to support a number of initiatives underpinning the affordable warmth and energy efficiency agenda and the Housing and Health Action Area (Tylorstown).

PUBLIC HEALTH AND PROTECTION

- 6.40** The Public Health and Protection programme has a budget of £1.798M in 2017/18. This budget is allocated across the ongoing rolling programmes for Parks Improvements, Cemeteries and Community Safety measures. Also included in this budget is an allocation for investment and improvement works at Leisure Centres and Play Areas. These areas of investment support one of the Council's current Corporate Plan Priorities: 'Place – Creating neighbourhoods where people are proud to live and work'.

7.0 CONCLUSIONS

- 7.1** The three year Capital Programme is a key component of the overall Medium Term Financial Planning and Resources Strategy for this Council. Targeted capital investment can make a significant impact on service delivery and used effectively, is able to underpin the Council's Corporate Plan Priorities, where relevant.
- 7.2** This report sets out the capital investment priorities for the Council through to March 2020. It represents an ambitious and significant level of investment (£172.501) over the next 3 years.
- 7.3** The programme includes some element of slippage identified throughout 2016/17, but this is subject to changes when final spend for the capital programme is known and the 2016/17 accounts are finalised. Any changes to slippage will be reported to Members in the quarterly performance reports.
- 7.4** This report has also identified the opportunity to invest £7.514M of additional resources in our local area including our own assets in order to improve the services which are available to our residents.
- 7.5** Inevitably as the year progresses, changes will be made to the programme, for example where new schemes can be supported by specific grants. Approval from Members will be sought as these opportunities arise throughout 2017/18.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

AUTHORITY PROFILE

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL - PROFILE

Rhondda Cynon Taf County Borough Council was formed in 1996 from the three districts of the former Mid Glamorgan County Council, and is the third largest unitary authority in Wales in population terms, with a total of 234,410 living in the area. The County Borough Council occupies an area of 424 Sq km, in the South Wales Valleys stretching from the Brecon Beacons in the North to Cardiff in the South.

The three geographical districts that make up Rhondda Cynon Taf share a range of common socio-economic and cultural characteristics with high levels of relative poverty and social exclusion, particularly in the northern valleys which have some of the highest deprivation indicators in the United Kingdom.

The Council's services are managed and delivered by its group directorates which manage and co-ordinate related services. There are four directorates in the Council's current structure:

Education and Lifelong Learning	Providing School and Community Learning Services, Libraries, Welsh Language Services, Access Engagement & Inclusion, Asset Management and Catering Service.
Community & Children's Services	Providing Community Care Services, Community Housing Services, Health and Social Care, Children's Services & the Communities 1 st Programme, Public Health & Protection and Leisure, Parks and Countryside, Heritage & Museums.
Corporate & Frontline Services	Providing the frontline services of Highways, Transport and Strategic Projects, Streetcare Services (including Waste and Street Cleansing), Customer Care, Housing Benefit and Council Tax administration together with key support services of Finance, ICT, Corporate Estates Management and Procurement.
Chief Executive's Division	Providing the Authority wide functions of Human Resources, Cabinet & Public Relations, Legal & Democratic Services and Regeneration & Planning Services.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

BUDGET

2017/18

SUMMARY

AUTHORITY WIDE BUDGET SUMMARY

Total resources available for the Authority in a financial year are split into two elements, General Fund Revenue Expenditure and Capital Expenditure.

General Fund Revenue Expenditure

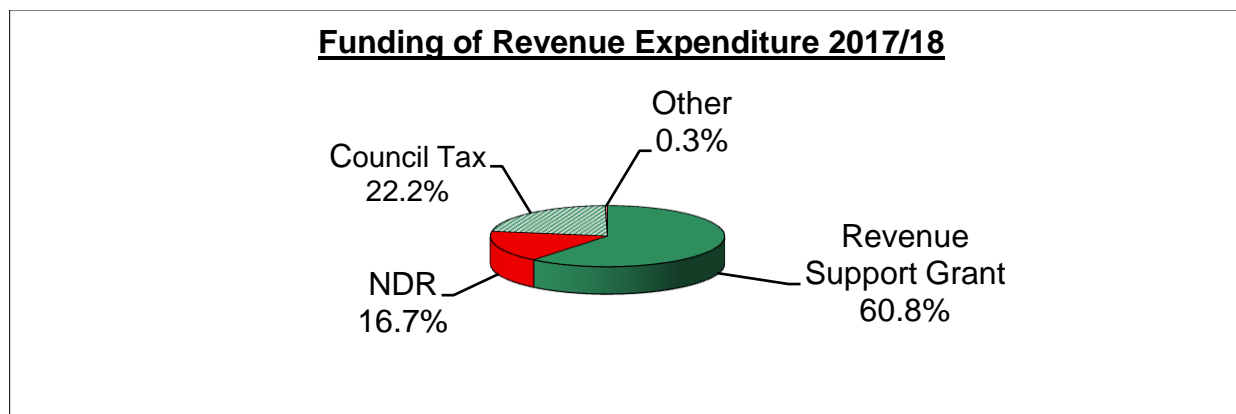
The final Local Government settlement figures for 2017/18, after adjusting for transfers of expenditure responsibilities, saw an increase in Revenue Support Grant (RSG) and Non-Domestic Rates (NDR) funding of 0.4%. With a Council Tax increase of 2.25%, the Council's Net Revenue Budget for 2017/18 was set at £458.940M.

The total amount to be collected from Council Tax payers to support the Council's expenditure is £102.060M.

The 2017/18 Budget Requirement

	£M
2017/2018 Net Revenue Spending	458.940
LESS: Revenue Support Grant & NDR Contribution	(355.447)
Sub total	103.493
LESS: Release of Earmarked Reserves	(1.433)
To be met from Council Taxpayers	102.060

This is further illustrated in the chart below.



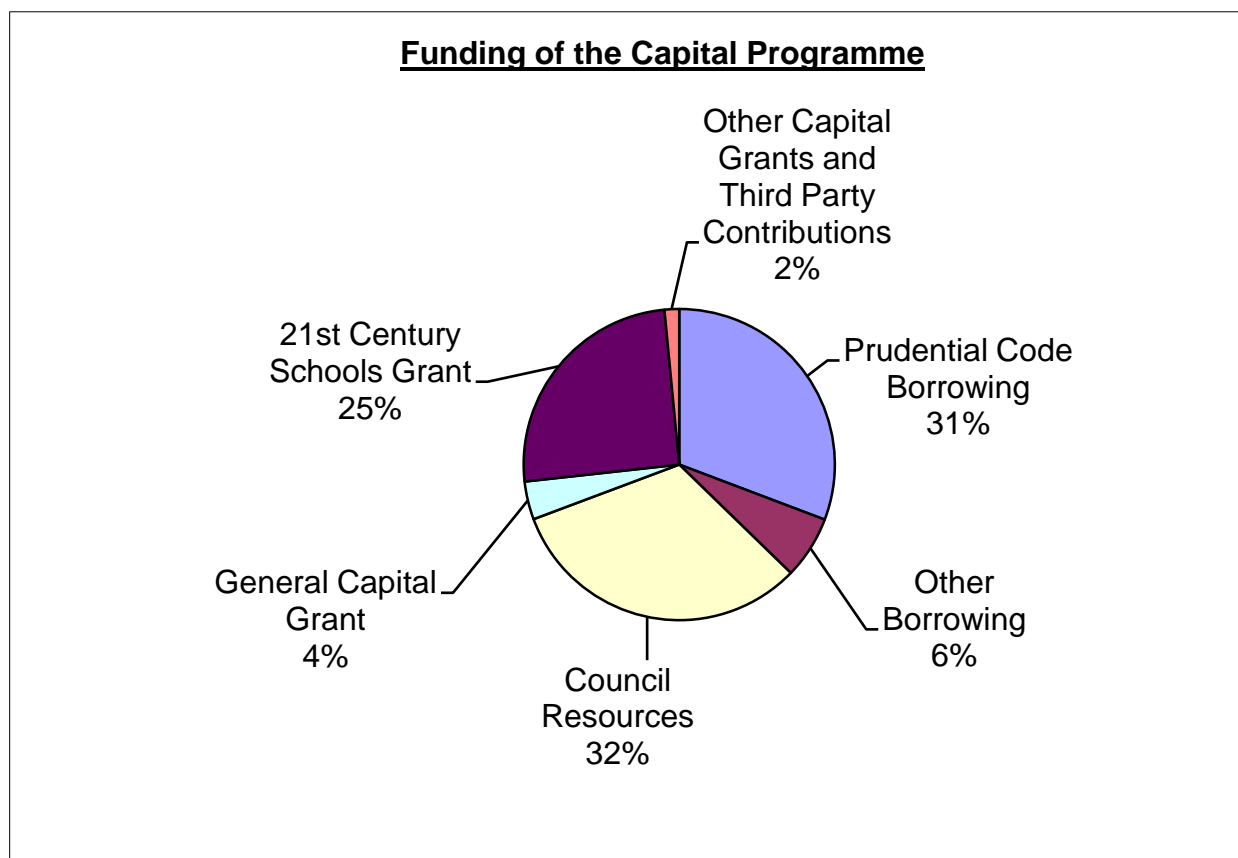
Further details on the Council's Budget can be found on the following pages.

Capital Expenditure

The funding of the Capital Programme for 2017/18 is detailed in the table below.

	£M
Prudential Code Borrowing	32.976
Other Borrowing	6.983
Council Resources	34.330
General Capital Grant (Welsh Government)	4.249
21st Century Schools Grant (Welsh Government)	27.043
Other Capital Grants	0.034
Third Party Contributions	1.630
2017/18 Capital Programme	107.245

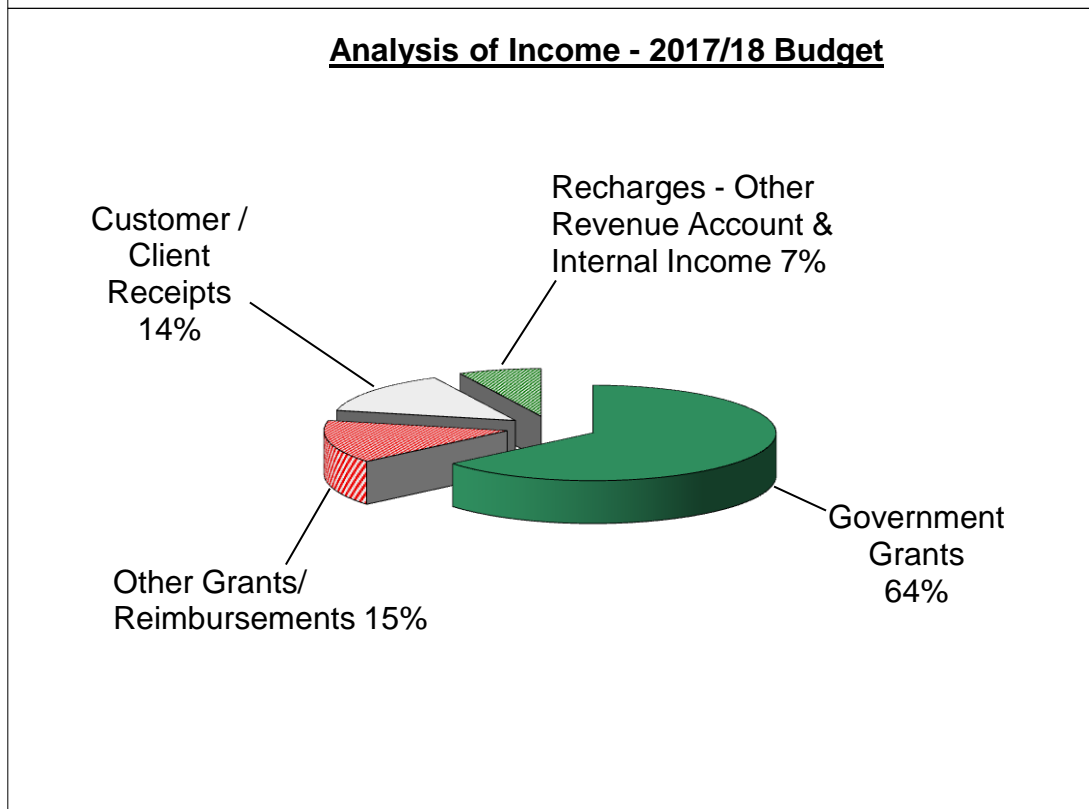
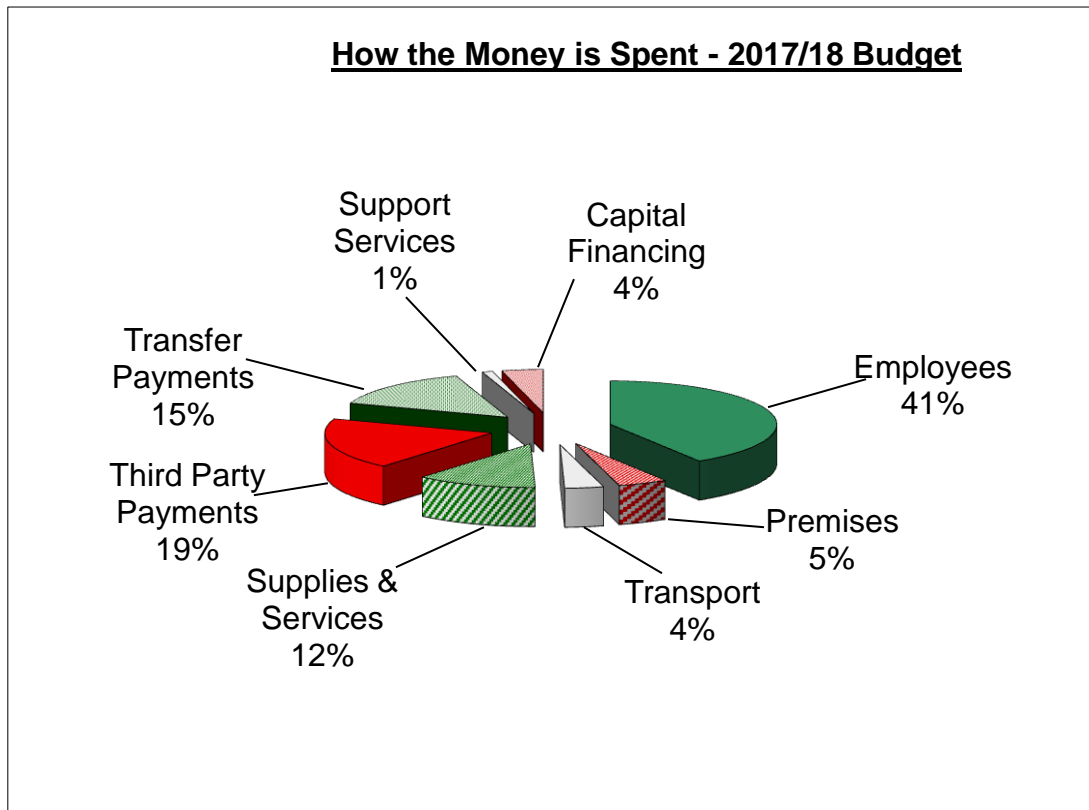
This is further illustrated in the chart below.



A summary of the Three Year Capital Programme for the Authority is provided at the end of this section and detailed within subsequent sections for each Group.

GENERAL FUND REVENUE EXPENDITURE

The Net Revenue Budget for the Authority for 2017/18 amounts to £458.940M. Gross expenditure is estimated at £671.580M and this is analysed by expenditure type in the chart below.



GENERAL FUND REVENUE : TYPE OF SPEND

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
111.262	Burnham	113.272
31.798	NJC Manual Workers	32.622
1.097	JNC Blind Workshops	1.199
118.161	NJC APT&C	121.130
1.643	Soulbury	1.809
4.312	JNC Chief Officers	4.413
0.301	JNC Youth Leaders	0.312
6.814	Other	7.296
275.388		282.053
	<u>Premises</u>	
7.773	Repairs & Maintenance	7.168
0.627	Maintenance of Grounds	0.647
6.545	Energy	6.624
1.616	Rents	1.168
6.077	Local Tax	5.721
0.699	Water	0.712
7.104	Cleaning/Domestic	6.890
0.248	Insurance	0.264
0.105	Other	0.109
30.794		29.303
	<u>Transport</u>	
8.438	Direct Transport	8.382
13.560	Contract Hire	13.658
0.577	Public Transport	0.601
1.771	Car Allowances	1.575
0.627	Other	0.601
24.973		24.817
	<u>Supplies & Services</u>	
17.834	Equipment/Materials/Furniture	17.816
3.704	Communications/Computing	3.565
3.140	Provisions	3.010
1.172	Printing/Stationery	1.024
0.337	Advertising	0.322
0.046	Members Expenses	0.045
12.399	Grants & Subscriptions	11.746
33.150	Services	33.661
5.658	Miscellaneous	5.525
2.237	Other	1.922
79.677		78.636
	<u>Third Party</u>	
7.686	Rendered by Other Local Authorities	7.613
36.500	Rendered by Voluntary Organisations	37.509
48.049	Rendered by Private Contract	49.745
4.908	Supporting People	4.838

13.732	Foster Care	14.961
8.495	Transport	8.515
0.096	Structural	0.098
0.318	Cyclic	0.536
0.382	Safety Aids	0.389
0.058	Winter Maintenance	0.060
2.066	Street Lighting	1.860
0.012	Highways Drainage	0.012
0.142	Other	0.145
122.444		126.281
	<u>Transfer Payments</u>	
1.383	School Children/Students	1.461
96.559	Housing Benefits & Council Tax Reduction Scheme	95.452
0.400	NDR Relief	0.400
98.342		97.313
	<u>Support Services</u>	
6.914	Recharges	6.759
6.914		6.759
	<u>Capital Financing</u>	
2.347	Other	2.972
26.777	Capital Charges	23.446
29.124		26.418
667.656	Total Expenditure	671.580
	<u>Income</u>	
-138.685	Government Grants	-139.363
-30.677	Other Grants/Reimbursements	-29.510
-29.859	Customer/Client Receipts	-28.961
-0.085	Interest	-0.176
-3.672	Recharges–Other Revenue Account	-3.717
-9.843	Internal Income	-10.913
-212.821	Total Income	-212.640
454.835	NET REVENUE BUDGET	458.940

Note

Prior year (2016/2017) figures are provided for information. Changes in accounting requirements and functional responsibility can distort comparison between years.

GENERAL FUND REVENUE : SERVICES PROVIDED

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Community & Children's Services</u>	
70.786	Adult Services	73.850
44.883	Children's Services	44.987
2.762	Transformation	3.170
15.114	Public Health & Protection	16.069
133.545		138.076
	<u>Education & Lifelong Learning</u>	
20.264	School & Community	20.187
10.501	Access, Engagement & Inclusion	10.718
144.945	Delegated Schools	146.950
175.710		177.855
	<u>Chief Executive's Division</u>	
0.402	Chief Executive	0.410
2.319	Cabinet Office & Public Relations	2.523
3.557	Human Resources	3.571
3.371	Legal & Democratic Services	3.286
2.059	Regeneration & Planning	2.119
11.708		11.909
	<u>Corporate & Frontline Services</u>	
43.447	Frontline Services	44.807
5.487	Financial Services	5.307
3.761	ICT	3.854
2.224	Customer Care	2.065
5.264	Corporate Estates Management & Procurement	4.935
0.151	Group Management	0.155
60.334		61.123
381.297	Total Group Budgets	388.963
	<u>Authority Wide Budgets</u>	
22.977	Capital Financing	19.557
11.382	Levies	11.649
14.825	Miscellaneous	14.864
0.400	NDR Relief	0.400
23.954	Council Tax Reduction Scheme	23.507
73.538	Total Authority Wide Budgets	69.977
454.835	TOTAL REVENUE BUDGET	458.940

THREE YEAR SUMMARY CAPITAL PROGRAMME

GROUP	BUDGET		
	2017/18	2018/19	2019/20
	£M	£M	£M
Community & Children's Services			
General Programme	0.550	0.550	0.550
Private Sector Housing	7.398	5.659	5.368
Public Health & Protection	1.798	0.550	0.550
Education & Lifelong Learning			
Schools	63.067	23.459	0.146
Supplementary Capital Programme	7.900	4.900	4.900
Chief Executive's Division			
Regeneration & Planning	4.264	0.740	0.740
Cabinet Office & Public Relations	0.020	0.020	0.020
Corporate & Frontline Services			
Corporate Estates	0.200	0.200	0.200
Financial Services	0.700	0.700	0.700
Highways Technical Services	9.895	1.785	1.835
Strategic Projects	4.382	2.385	0.325
Waste	0.300	0.000	0.000
Fleet	5.641	0.481	6.593
Buildings	0.100	0.100	0.100
Corporate Budgets			
Corporate Initiatives	1.030	0.850	0.850
TOTAL CAPITAL BUDGET	107.245	42.379	22.877

* The 2017/2018 budget includes estimated slippage from 2016/2017 and additional grant aided schemes that were known when the three year programme was agreed.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

COMMUNITY & CHILDREN'S SERVICES

COMMUNITY & CHILDREN'S SERVICES OVERVIEW

The Community & Children's Services Group comprises the majority of the Council's front line customer contact services. Over 25% of the Council's directly employed personnel are located within the Group and are responsible for delivering a range of statutory and discretionary services. These include:

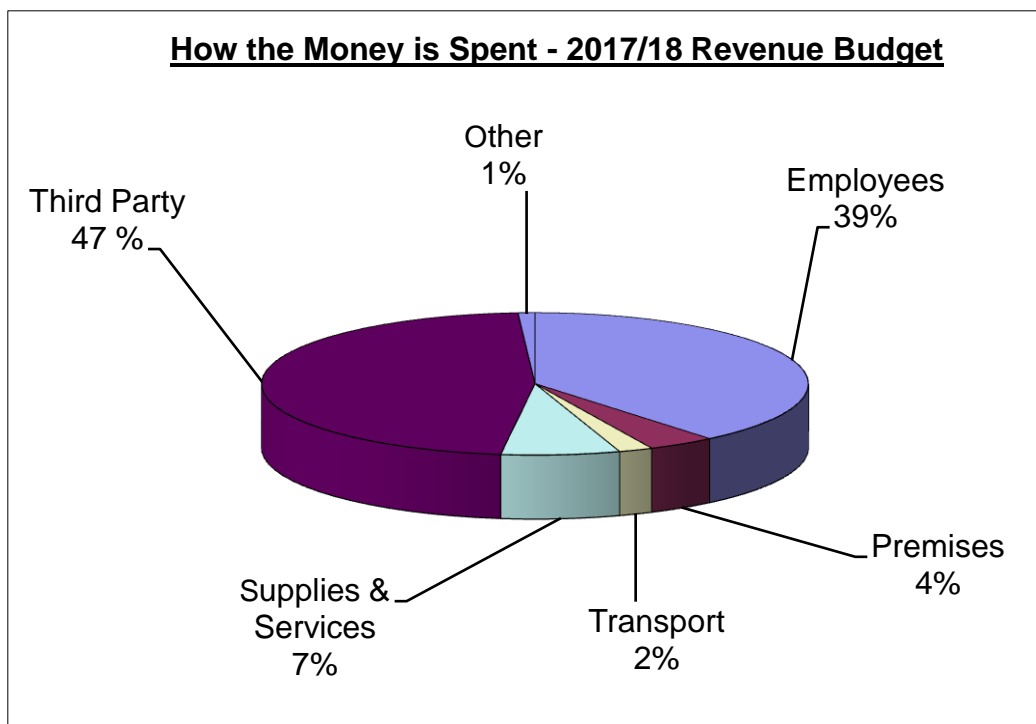
- Adult Care Services.
- Children's Services.
- Transformation.
- Public Health & Protection.

A summary of the total resources available for the Community & Children's Services Group in the 2017/18 financial year is as follows:-

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	9.746	0.000	9.746
General Fund Revenue	213.958	-75.882	138.076
Total	223.704	-75.882	147.822

COMMUNITY & CHILDREN'S SERVICES REVENUE EXPENDITURE

The Net Revenue Budget for the Community & Children's Services Group for 2017/18 amounts to £138.076M. Gross expenditure is estimated at £213.958M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £75.882M reduces net expenditure to £138.076M. A detailed analysis of how this money will be spent can be found on the subsequent pages within this section.

Specific Revenue Grants 2017/18

The table below identifies the main areas of expenditure funded by Specific Revenue Grants, which are included within gross expenditure / income figures as appropriate.

Award Body	Purpose	Amount £M
Shaw Trust & Working Links	Subsidisation of Employment of Disabled Workers	0.451
Department for Work & Pensions	Housing Benefit Subsidy Bed & Breakfast Scheme	0.100
Welsh Government	Communities First Grant	3.395
	Communities 4 Work	1.093
	Families First	3.432
	Flying Start	6.869
	Social Care Workforce Development Programme	0.556
	Supporting People Grant	9.056
	Youth Crime Prevention Grant	0.426
	Substance Misuse Action Fund	2.686
	Wales Safer Communities Grant	0.280
	General Practitioner (GP) Referral Scheme	0.168
	Intermediate Care Fund (Via LHB)	2.118
	Environment & Sustainable Development Single Revenue Grant	0.051
Youth Justice Board	Youth Justice Provision	0.400
Police Crime Commissioner	Police and Crime Reduction	0.064
Sports Council for Wales	Grand/Big Splash	0.279
	Dragon Sports Scheme	0.098
	Sports Development	0.239

GENERAL FUND REVENUE**COMMUNITY & CHILDREN'S SERVICES : TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	Employees	
17.342	NJC Manual Workers	17.622
1.097	JNC Blind Workshops	1.199
61.877	NJC APT&C	63.711
1.130	JNC Chief Officers	1.133
2.026	Other	2.246
83.472		85.911
	Premises	
1.681	Repairs & Maintenance	1.662
2.005	Energy	2.021
0.833	Rents	0.844
1.316	Local Tax	1.323
0.513	Water	0.525
1.140	Cleaning/Domestic	1.130
0.026	Other	0.025
7.514		7.530
	Transport	
2.038	Contract Hire	1.912
1.403	Car Allowances	1.226
0.627	Other	0.601
4.068		3.739
	Supplies & Services	
5.550	Equipment/Materials/Furniture	5.206
0.963	Communications/Computing	0.900
1.014	Provisions	0.923
0.395	Printing/Stationery	0.360
0.626	Grants & Subscriptions	0.521
3.380	Services	3.915
2.672	Miscellaneous	2.536
0.264	Other	0.208
14.864		14.569
	Third Party	
7.068	Rendered by Other Local Authorities	6.876
23.077	Rendered by Voluntary Organisations	24.297
48.014	Rendered by Private Contract	49.695
13.732	Foster Care	14.961
4.908	Supporting People	4.838
0.036	Other	0.037
96.835		100.704
	Transfer Payments	
0.350	School Children/Students	0.311
0.350		0.311
	Support Services	
0.796	Recharges	0.825
0.796		0.825
	Capital Financing	
0.394	Other	0.369
0.394		0.369
208.293	Total Expenditure	213.958
	Income	
-31.224	Government Grants	-32.884
-27.173	Other Grants/Reimbursements	-26.409
-15.068	Customer/Client Receipts	-14.876
-1.283	Internal Income	-1.713
-74.748	Total Income	-75.882
133.545	NET COMMUNITY & CHILDREN'S SERVICES BUDGET	138.076

GENERAL FUND REVENUE**COMMUNITY & CHILDREN'S SERVICES : SERVICES PROVIDED**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Adult Services</u>	
5.969	Long Term Care & Support	5.826
37.697	Commissioned Services	40.769
17.037	Provider Services	17.110
9.586	Short Term Intervention	9.571
-3.181	Fairer Charging	-3.181
3.678	Management, Safeguarding & Support Services	3.755
70.786		73.850
	<u>Children's Services</u>	
1.001	Cwm Taf Youth Offending Service	1.008
5.171	Early Intervention	4.613
10.181	Intensive Intervention	10.430
26.268	Safeguarding & Support (Inc. Children Looked After)	26.786
2.262	Management & Support Services	2.150
44.883		44.987
	<u>Transformation</u>	
1.128	Service Improvement	1.116
0.407	Purchasing & Commissioning	0.421
0.830	Regional Training Unit	0.765
0.397	Group & Transformation Management	0.868
2.762		3.170
	<u>Public Health & Protection</u>	
3.991	Environmental Health, Trading Standards and Community Safety	4.118
9.432	Leisure, Parks & Countryside and Community Facilities	9.994
1.165	Community Housing Services	0.996
0.292	Communities and Prosperity	0.855
0.234	Group Directorate	0.106
15.114		16.069
133.545	TOTAL COMMUNITY & CHILDREN'S SERVICES BUDGET	138.076

Adult Services

The Adult Services Division can be analysed over the following service areas:

Long Term Care & Support

Locality services which include longer term assessment and care management for:

- Older people.
- Adults with a mental health problem.
- Adults with a learning disability.
- Adults with a physical or sensory disability.

Commissioned & Provider Services

Following assessment services are provided to meet individual need and are commissioned from both in house, independent and third sector providers or through the provision of a direct payment. Services can be broadly described as home based support, day services, residential care or accommodation with support.

Direct services provide all the in house delivered social care services:

- Supported Accommodation for people with a learning disability.
- Residential care for older people.
- Home Care.
- Day Services for all adult social care groups.
- Community day centres.

Short Term Intervention

A short term intervention service comprising of:

- Reablement and Intermediate care.
- Short term assessment and care management.
- Adaptations and Community Equipment.
- Sensory Services.

Supported employment services provided through the Council's Vision Products facility also sits within this service area.

Fairer Charging

Income received from clients (following a means tested financial assessment) for contributions towards the costs of the Non Residential Care Services they receive.

Management, Safeguarding and Support Services

- Safeguarding Services.
- Support Services.

GENERAL FUND REVENUE**ADULT SERVICES : TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
14.373	NJC Manual Workers	14.226
1.097	JNC Blind Workshops	1.199
22.101	NJC APT&C	23.618
0.240	JNC Chief Officers	0.250
0.738	Other	1.026
38.549		40.319
	<u>Premises</u>	
0.436	Repairs & Maintenance	0.438
0.690	Energy	0.712
0.563	Rents	0.584
0.107	Local Tax	0.105
0.165	Water	0.161
0.538	Cleaning/Domestic	0.520
0.007	Other	0.006
2.506		2.526
	<u>Transport</u>	
1.003	Contract Hire	0.933
0.684	Car Allowances	0.580
0.186	Other	0.173
1.873		1.686
	<u>Supplies & Services</u>	
4.258	Equipment/Materials/Furniture	3.883
0.293	Communications/Computing	0.290
0.788	Provisions	0.711
0.186	Printing/Stationery	0.176
0.009	Grants & Subscriptions	0.009
0.413	Services	0.388
0.983	Miscellaneous	0.870
0.113	Other	0.064
7.043		6.391
	<u>Third Party</u>	
1.613	Rendered by Other Local Authorities	1.391
15.492	Rendered by Voluntary Organisations	16.510
38.965	Rendered by Private Contract	41.723
0.016	Other	0.017
56.086		59.641
	<u>Support Services</u>	
0.201	Recharges	0.201
0.201		0.201
106.258	Total Expenditure	110.764
	<u>Income</u>	
-4.448	Government Grants	-6.673
-25.786	Other Grants/Reimbursements	-25.164
-4.650	Customer/Client Receipts	-4.290
-0.588	Internal Income	-0.787
-35.472	Total Income	-36.914
70.786	NET ADULT SERVICES BUDGET	73.850

Children's Services

The purpose of the Division is to provide statutory children's services which:

- Protect children from abuse, maximise life chance benefits for children in need and children looked after, taking into account their wishes and feelings, measured through individual needs assessments and reviews.
- Through real partnerships with other agencies, ensure 'Best Value' in the use of resources provided for these services.

These services are organised and delivered through the following service areas:

Cwm Taf Youth Offending Service

- Youth Offending Service – Regional Service provided on behalf of Rhondda Cynon Taf CBC and Merthyr CBC

Early Intervention

- Early Intervention & Prevention (including Early Years)
- Community & Family Support Services
- Emergency Duty

Intensive Intervention

- Assessment & Care Planning Services
- Disabled Children Services
- Aftercare

Safeguarding and Support

- Children Looked After Services
- Regional Adoption Services – provided by Vale, Valleys & Cardiff Adoption Service
- Safeguarding & Standards

The core business of the Division is to provide quality services for children and young people in need, safeguarding and promoting their welfare. The Children's Services Plan sets out the values, policy aims and priority developments for Rhondda Cynon Taf County Borough Council.

It is important to note that the provision of services is comprehensive, highly regulated and mandatory: a requirement of legislation, regulation and practice guidance.

GENERAL FUND REVENUE**CHILDREN'S SERVICES: TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
0.068	NJC Manual Workers	0.137
20.647	NJC APT&C	20.193
0.325	JNC Chief Officers	0.336
0.673	Other	0.484
21.713		21.150
	<u>Premises</u>	
0.063	Repairs & Maintenance	0.083
0.090	Energy	0.109
0.166	Rents	0.155
0.082	Local Tax	0.085
0.013	Water	0.019
0.181	Cleaning/Domestic	0.191
0.004	Other	0.004
0.599		0.646
	<u>Transport</u>	
0.526	Contract Hire	0.470
0.484	Car Allowances	0.448
0.056	Other	0.051
1.066		0.969
	<u>Supplies & Services</u>	
0.205	Equipment/ Materials/Furniture	0.183
0.128	Communications/Computing	0.133
0.126	Provisions	0.116
0.077	Printing/Stationery	0.060
0.209	Grants & Subscriptions	0.067
1.082	Services	1.240
0.446	Miscellaneous	0.432
0.022	Other	0.019
2.295		2.250
	<u>Third Party</u>	
2.855	Rendered by Other Local Authorities	2.586
6.021	Rendered by Voluntary Organisations	3.928
8.516	Rendered by Private Contract	7.654
13.732	Foster Care	14.961
31.124		29.129
	<u>Transfer Payments</u>	
0.350	School Children/Students	0.311
0.350		0.311
	<u>Support Services</u>	
0.225	Recharges	0.225
0.225		0.225
57.372	Total Expenditure	54.680
	<u>Income</u>	
-11.065	Government Grants	-8.290
-0.683	Other Grants/Reimbursements	-0.647
-0.717	Customer/Client Receipts	-0.704
-0.024	Internal Income	-0.052
-12.489	Total Income	-9.693
44.883	NET CHILDREN'S SERVICES BUDGET	44.987

Transformation

This Division is responsible for a whole range of internal support services at a level and cost that meet all the requirements of the Community & Children's Services direct service providers.

The Support services provided by this Division are as follows:

Service Improvement

- ICT System Support and Management Information
- Complaints, QA and Service user consultation
- Project management and service change
- Performance Management
- Welfare Rights

Purchasing and Commissioning

- Purchasing and Commissioning team
- Contract management and monitoring

Regional Training Unit

- Social Care – Regional training and development service provided on behalf of Rhondda Cynon Taf CBC and Merthyr CBC

GENERAL FUND REVENUE**TRANSFORMATION : TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
2.469	NJC APT&C	2.803
0.186	JNC Chief Officers	0.153
2.655		2.956
	<u>Premises</u>	
0.030	Rents	0.030
0.030	Cleaning/Domestic	0.030
0.060		0.060
	<u>Transport</u>	
0.037	Car Allowances	0.029
0.006	Other	0.006
0.043		0.035
	<u>Supplies & Services</u>	
0.046	Equipment/ Materials/Furniture	0.042
0.198	Communications/Computing	0.158
0.028	Provisions	0.028
0.024	Printing/Stationery	0.022
0.014	Grants & Subscriptions	0.014
0.303	Services	0.284
0.066	Miscellaneous	0.111
0.006	Other	0.005
0.685		0.664
	<u>Third Party</u>	
0.104	Rendered by Other Local Authorities	0.165
0.000	Rendered by Voluntary Organisations	0.067
0.226	Rendered by Private Contract	0.313
0.330		0.545
	<u>Support Services</u>	
0.000	Recharges	0.017
0.000		0.017
3.773	Total Expenditure	4.277
	<u>Income</u>	
-0.556	Government Grants	-0.556
-0.397	Other Grants/Reimbursements	-0.493
-0.058	Internal Income	-0.058
-1.011	Total Income	-1.107
2.762	NET TRANSFORMATION BUDGET	3.170

Public Health & Protection

The Public Health & Protection division delivers a diverse range of services and can be analysed over the following areas.

Environmental Health, Trading Standards and Community Safety

- Pollution & Public Health
- Trading Standards
- Food and Health & Safety
- Animal & Pest Control
- Health & Well-being
- Community Safety and Licensing

Leisure, Parks & Countryside and Community Facilities

- Leisure
- Sports Development
- Community Centres
- Area Parks
- Parks and Amenities (including Playgrounds)
- Countryside and Environment
- Bereavement Services
- Registration Services
- Heritage – Rhondda Heritage Park

Community Housing Services

- Housing Strategy & Standards
- Housing Advice Centre - Homeless and Housing Advice
- Improvement Grants & Private Sector Renewal
- Domestic Violence & The Oasis Centre
- Supporting People

Communities and Prosperity

- Tackling Poverty
- Communities First Programme
- Commissioning (Communities First, Families First & Flying Start)
- Communities4work
- Substance Misuse

GENERAL FUND REVENUE**PUBLIC HEALTH & PROTECTION: TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
2.901	NJC Manual Workers	3.259
16.660	NJC APT&C	17.097
0.379	JNC Chief Officers	0.394
0.615	Other	0.736
20.555		21.486
	<u>Premises</u>	
1.182	Repairs & Maintenance	1.141
1.225	Energy	1.200
0.074	Rents	0.075
1.127	Local Tax	1.133
0.335	Water	0.345
0.391	Cleaning/Domestic	0.389
0.015	Other	0.015
4.349		4.298
	<u>Transport</u>	
0.509	Contract Hire	0.509
0.198	Car Allowances	0.169
0.379	Other	0.371
1.086		1.049
	<u>Supplies & Services</u>	
1.041	Equipment/Materials/Furniture	1.098
0.344	Communications/Computing	0.319
0.072	Provisions	0.068
0.108	Printing/Stationery	0.102
0.394	Grants & Subscriptions	0.431
1.582	Services	2.003
1.177	Miscellaneous	1.123
0.123	Other	0.120
4.841		5.264
	<u>Third Party</u>	
2.496	Rendered by Other Local Authorities	2.734
1.564	Rendered by Voluntary Organisations	3.792
0.307	Rendered by Private Contract	0.005
4.908	Supporting People	4.838
0.020	Other	0.020
9.295		11.389
	<u>Support Services</u>	
0.370	Recharges	0.382
0.370		0.382
	<u>Capital Financing</u>	
0.394	Other	0.369
0.394		0.369
40.890	Total Expenditure	44.237
	<u>Income</u>	
-15.155	Government Grants	-17.365
-0.307	Other Grants/Reimbursements	-0.105
-9.701	Customer/Client Receipts	-9.882
-0.613	Internal Income	-0.816
-25.776	Total Income	-28.168
15.114	NET PUBLIC HEALTH & PROTECTION BUDGET	16.069

COMMUNITY & CHILDREN'S SERVICES THREE YEAR CAPITAL PROGRAMME

	BUDGET		
	2017/18	2018/19	2019/20
	£M	£M	£M
<u>Social Services & Housing</u>			
<u>Social Services - General Programme</u>			
Modernisation Programme (Adults)	0.255	0.255	0.255
Modernisation Programme (Children's)	0.050	0.050	0.050
Asbestos Remediation	0.045	0.045	0.045
Telecare Equipment (including Carelink Equipment)	0.200	0.200	0.200
Total Social Services - General Programme	0.550	0.550	0.550
<u>Private Sector Housing</u>			
Disabled Facilities Grants/Adaptations	4.000	4.000	4.000
Maintenance Repair Assistance	0.500	0.500	0.500
Renovation Grants Exceptional Circumstances & Home Improvement Zones	0.500	0.500	0.500
Empty Properties Grants Investment	1.200	0.000	0.000
Affordable Housing	0.830	0.291	0.000
Community Regeneration	0.368	0.368	0.368
Total Private Sector Housing	7.398	5.659	5.368
Total Social Services & Housing	7.948	6.209	5.918
<u>Public Health & Protection</u>			
Leisure Centre Refurbishment Programme	0.090	0.090	0.090
Parks & Countryside	0.750	0.110	0.110
Play Areas	0.748	0.050	0.050
Cemeteries Planned Programme	0.135	0.135	0.135
Community Safety Initiatives	0.075	0.075	0.075
Buildings (Formerly ESG)	0.000	0.090	0.090
Total Public Health & Protection	1.798	0.550	0.550
TOTAL COMMUNITY & CHILDREN'S SERVICES BUDGET	9.746	6.759	6.468

* The 2017/2018 budget includes estimated slippage from 2016/2017 and additional grant aided schemes that were known when the three year programme was agreed.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

EDUCATION & LIFELONG LEARNING

EDUCATION & LIFELONG LEARNING OVERVIEW

OUR VISION

“A Top Quality Education for All”

The focus within education is to continue to drive up standards in schools and other education settings, so improving outcomes for all children and young people. If we are to break the cycle of deprivation, a top quality education that meets the needs of all children is essential. A key priority is to improve standards of literacy and numeracy, to ensure all children attend school as a matter of course, and can access a curriculum that meets their needs and prepares them for the world of work and other education pathways.

We will strive to achieve our vision through working in partnership with schools within RCT, the Central South Consortium (CSC), and with those organisations in the public and voluntary sectors who share our aims and ideas.

The Directorate’s four top priorities over the next year are to:

- Develop excellent leadership and management within all our schools and services.
- Improve attainment and attendance.
- Promote the social inclusion and wellbeing of all children and young people.
- Provide a learning environment that is fit for purpose in the 21st Century.

The Directorate has a vital role to play in contributing towards the three strategic outcomes identified in the Single Integrated Plan (Delivering Change). Particularly ‘Prosperity’ and is mainly responsible for delivering the ‘Education & Employability’ priority.

The Directorate has two main divisions:

- Schools & Community.
- Access, Engagement & Inclusion.

A further service area is identified separately:

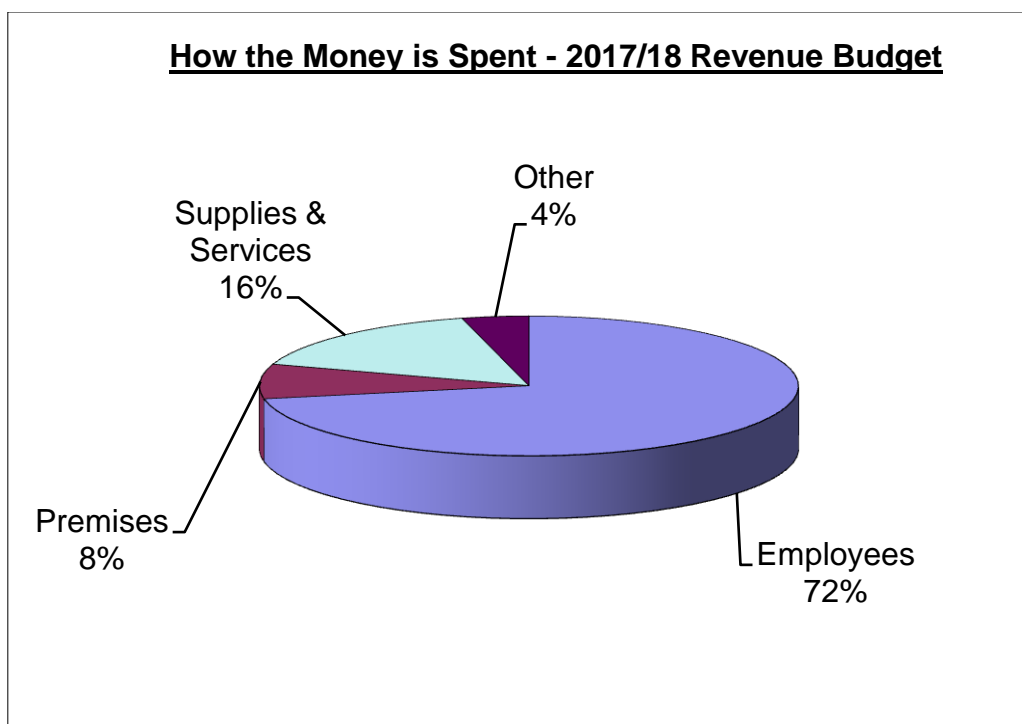
- Delegated schools – Individual School Budgets (ISB).

A summary of the total resources available for the Education and Lifelong Learning Directorate in the 2017/18 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	70.967	0.000	70.967
General Fund Revenue	204.517	-26.662	177.855
Total	275.484	-26.662	248.822

EDUCATION & LIFELONG LEARNING REVENUE EXPENDITURE

The Net Revenue Budget for the Education and Lifelong Learning Directorate for 2017/18 amounts to £177.855M. Gross expenditure is estimated at £204.517M and this is analysed by expenditure type in the chart below.



Income receivable by the Directorate of £26.662M reduces net expenditure to £177.855M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

Specific Revenue Grants 2017/18

The table below identifies the main areas of expenditure funded by Specific Revenue Grants, which are included within gross expenditure / income figures as appropriate.

Award Body	Purpose	Amount £M
Welsh Government	Post-16 Provision in Schools	10.326
	Education Improvement Grant (EIG) Delegated to Schools	9.251
	Education Improvement Grant (EIG) Admin	0.018
	Foundation Phase - EIG	0.112
	Pupil Development Grant	8.859
	Community Learning	0.201
	Youth Support Grant	0.270
	Ethnic Minority Achievement - EIG	0.127
	School Uniform Grant Scheme (Estimate)	0.072
	Education of Gypsy Travellers - EIG	0.029
	Out of School Childcare Grant	0.165
	Small and Rural Schools	0.134
	Inspire 2 Work	0.378
Rural Payments Agency	Infant Milk (Estimate)	0.386
Sports Council for Wales	5x60 (Estimate)	0.311

GENERAL FUND REVENUE**EDUCATION & LIFELONG LEARNING: TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
111.262	Burnham	113.272
4.607	NJC Manual Workers	5.035
22.166	NJC APT&C	22.975
1.643	Soulbury	1.809
0.347	JNC Chief Officers	0.396
0.301	JNC Youth Leaders	0.312
2.435	Other	2.299
142.761		146.098
	<u>Premises</u>	
4.699	Repairs & Maintenance	4.152
0.602	Maintenance of Grounds	0.626
3.283	Energy	3.514
0.032	Rents	0.034
3.436	Local Tax	3.003
0.048	Water	0.048
5.756	Cleaning/Domestic	5.515
0.248	Insurance	0.264
18.104		17.156
	<u>Transport</u>	
0.051	Direct Transport	0.051
0.133	Contract Hire	0.170
0.002	Public Transport	0.003
0.129	Car Allowances	0.127
0.315		0.351
	<u>Supplies & Services</u>	
8.608	Equipment/Materials/Furniture	9.031
0.096	Communications/Computing	0.116
2.089	Provisions	2.051
0.092	Printing/Stationery	0.072
0.017	Advertising	0.015
11.419	Grants & Subscriptions	10.828
8.372	Services	8.557
1.814	Other	1.570
32.507		32.240
	<u>Third Party</u>	
0.460	Rendered by Other Local Authorities	0.590
1.728	Rendered by Voluntary Organisations	1.358
2.188		1.948
	<u>Transfer Payments</u>	
0.989	School Children/Students	1.106
0.989		1.106

	<u>Support Services</u>	
0.195	Recharges	0.011
0.195		0.011
	<u>Capital Financing</u>	
5.136	Other	5.607
5.136		5.607
202.195	Total Expenditure	204.517
	<u>Income</u>	
-20.890	Government Grants	-20.965
-0.969	Other Grants/Reimbursements	-0.692
-3.381	Customer/Client Receipts	-3.343
-1.245	Internal Income	-1.662
-26.485	Total Income	-26.662
175.710	NET EDUCATION & LIFELONG LEARNING BUDGET	177.855

GENERAL FUND REVENUE**EDUCATION & LIFELONG LEARNING: SERVICES PROVIDED**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Schools & Community</u>	
1.529	School Achievement	1.330
0.606	Service Transformation & Education Information Systems	0.599
1.323	School Planning & Reorganisation	1.361
3.359	Asset Management / Financing	3.082
2.746	Catering	3.023
0.116	Music Service	0.126
0.639	Community Learning	0.738
2.078	Libraries	2.166
2.270	Group Directorate	1.965
4.326	Nursery Provision	4.427
0.893	Education Improvement Grant	0.881
0.379	Early Years	0.489
20.264		20.187
	<u>Access, Engagement & Inclusion</u>	
5.804	Additional Learning Needs	5.974
1.986	Education Otherwise	2.081
2.711	Engagement & Participation	2.663
10.501		10.718
	<u>Delegated Schools</u>	
0.192	Nursery Schools	0.000
72.256	Primary Schools	73.672
61.794	Secondary Schools	62.386
2.609	Middle Schools	2.657
8.094	Special Schools	8.235
144.945		146.950
175.710	TOTAL EDUCATION AND LIFELONG LEARNING BUDGET	177.855

Schools & Community

The purpose of the Division is to raise standards of achievement and attainment and to ensure the highest quality of educational experience for all pupils in our schools, people in our communities and to support lifelong learning.

The Division contains the following services:

- School Achievement.
- Service Transformation and Education Information Systems.
- School Planning & Reorganisation (includes Admissions and School Governance).
- Catering.
- Music Service.
- Community Learning (includes Adult Education, Libraries and Welsh Translation Unit).
- Early Years.
- Asset Management - Financing

The Division delivers elements of the Council's Single Integrated Plan and covers the majority of statutory responsibilities which are laid down in the School Standards and Framework Act 1998 and other associated Acts.

A key focus of the Division is to support, challenge and develop schools and other education settings to raise standards of achievement. The Division also aims to create a culture of self evaluation and self improvement which will support all education providers to continue to make good progress in partnership with the CSC.

Our key aims are to:

- Improve the quality of leadership and its impact on raising standards across all key stages and all school sectors.
- Undertake effective joint working with the CSC to support and challenge schools.
- Continue to improve the educational outcomes across all key stages of learning.
- Increase the opportunities for more able young people across RCT to reach their potential.
- Work with schools and CSC to narrow the gap between pupils eligible for free school meals (eFSM) and all other pupils.
- Further develop the Council's 21st Century Schools Programme proposals in accordance with the funding requirements of Welsh Government, with a particular focus on removing surplus school places.
- Improve the learning environment to meet the demand for Welsh medium provision.

GENERAL FUND REVENUE**SCHOOLS & COMMUNITY: TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
0.890	Burnham	0.939
1.971	NJC Manual Workers	2.060
8.993	NJC APT&C	9.873
0.498	Soulbury	0.455
0.347	JNC Chief Officers	0.328
0.011	JNC Youth Leaders	0.012
1.354	Other	1.167
14.064		14.834
	<u>Premises</u>	
0.845	Repairs & Maintenance	0.882
0.084	Energy	0.156
0.030	Rents	0.030
0.100	Local Tax	0.100
0.005	Water	0.005
3.533	Cleaning/Domestic	3.269
4.597		4.442
	<u>Transport</u>	
0.051	Direct Transport	0.051
0.104	Contract Hire	0.097
0.001	Public Transport	0.001
0.047	Car Allowances	0.046
0.203		0.195
	<u>Supplies & Services</u>	
0.715	Equipment/Materials/Furniture	0.729
0.069	Communications/Computing	0.100
2.084	Provisions	2.046
0.076	Printing/Stationery	0.053
0.017	Advertising	0.015
10.518	Grants & Subscriptions	10.467
1.447	Services	1.369
0.927	Other	0.510
15.853		15.289
	<u>Transfer Payments</u>	
0.424	School Children/Students	0.534
0.424		0.534
	<u>Support Services</u>	
0.195	Recharges	0.011
0.195		0.011
	<u>Capital Financing</u>	
0.171	Other	0.171
0.171		0.171
35.507	Total Expenditure	35.476

	<u>Income</u>	
-10.189	Government Grants	-10.216
-0.575	Other Grants/Reimbursements	-0.636
-3.381	Customer/Client Receipts	-3.343
-1.098	Internal Income	-1.094
-15.243	Total Income	-15.289
20.264	NET SCHOOLS & COMMUNITY BUDGET	20.187

Access, Engagement & Inclusion

The Division delivers access, engagement, participation and inclusion support services to children, young people and their parents/carers; pre-school settings and schools; and external agencies and partners.

The Division also supports pupils who have special needs and provides a range of opportunities to ensure that, as far as possible, all pupils have access to and benefit from, appropriate education provision.

The Division contains the following services:

- Additional Learning Needs (Access and Inclusion).
- Education Otherwise (Access and Inclusion).
- Engagement & Participation.

The Access and Inclusion Service consists of a number of service areas which work collaboratively with partners to promote the successful inclusion and support of pupils with significant Additional Learning Needs, including Special Educational Needs. The service consists of the Behaviour Support Service, Educational Psychology Service and the Learning Support Service. The Special Educational Needs Administrative Service (SENAS) provides administrative support for all teams within the Access and Inclusion Service and has a clear role in complying with statutory processes and timescales as outlined in the Special Educational Needs Code of Practice for Wales SEN (2002).

The Engagement and Participation Service effectively brings together the work of the Attendance and Wellbeing Service, the Supporting Education, Employment and Training (SEET) team and the Youth Engagement and Participation Service to secure improvements in young people's attendance, engagement and participation in education, employment and training.

Our key aims are to:

- Contribute to improving outcomes for vulnerable groups of learners, and effectively overcome barriers to inclusion, participation and engagement.
- Continue to improve school attendance rates.
- Enhance the capacity of schools to improve outcomes for learners and to adopt a robust graduated response to meeting their needs.
- Ensure that early and prompt identification of children's special educational needs and effective partnership working with parents/carers, schools and external agencies.
- Ensure that there is sufficient specialist provision available locally to meet need and to strategically plan for this.
- Meet statutory duties and obligations, and ensure that reasonable adjustments are made for learners with disabilities.

- Reduce the number of young people not in education, employment or training.
- Ensure that young people have access to their entitlements.
- Provide effective co-ordination of youth support services.

GENERAL FUND REVENUE**ACCESS, ENGAGEMENT & INCLUSION: TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
2.708	Burnham	2.774
0.321	NJC Manual Workers	0.541
2.958	NJC APT&C	3.059
1.145	Soulbury	1.354
0.000	JNC Chief Officers	0.068
0.290	JNC Youth Leaders	0.300
0.331	Other	0.382
7.753		8.478
	<u>Premises</u>	
0.013	Repairs & Maintenance	0.014
0.024	Energy	0.025
0.002	Rents	0.004
0.004	Local Tax	0.000
0.005	Water	0.004
0.029	Cleaning/Domestic	0.022
0.077		0.069
	<u>Transport</u>	
0.029	Contract Hire	0.073
0.001	Public Transport	0.002
0.077	Car Allowances	0.076
0.107		0.151
	<u>Supplies & Services</u>	
0.093	Equipment/Materials/Furniture	0.104
0.027	Communications/Computing	0.016
0.016	Printing/Stationery	0.019
0.000	Grants & Subscriptions	0.080
0.999	Services	1.104
0.188	Other	0.103
1.323		1.426
	<u>Third Party</u>	
0.460	Rendered by Other Local Authorities	0.590
1.728	Rendered by Voluntary Organisations	1.358
2.188		1.948
	<u>Transfer Payments</u>	
0.003	School Children/Students	0.003
0.003		0.003
11.451	Total Expenditure	12.075
	<u>Income</u>	
-0.409	Government Grants	-0.733
-0.394	Other Grants/Reimbursements	-0.056
-0.147	Internal Income	-0.568
-0.950	Total Income	-1.357
10.501	NET ACCESS, ENGAGEMENT & INCLUSION BUDGET	10.718

Delegated Schools

This area of service relates to:

- Primary Schools Individual School Budgets.
- Secondary Schools Individual School Budgets.
- Middle School Individual School Budgets.
- Special Schools Individual School Budgets.

Each individual schools budget is calculated in accordance with formula funding guidelines and delegated to the individual schools to control their own budgets.

GENERAL FUND REVENUE**DELEGATED SCHOOLS: TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
107.664	Burnham	109.559
2.315	NJC Manual Workers	2.434
10.215	NJC APT&C	10.043
0.750	Other	0.750
120.944		122.786
	<u>Premises</u>	
3.841	Repairs and Maintenance	3.256
0.602	Maintenance of Grounds	0.626
3.175	Energy	3.333
3.332	Local Tax	2.903
0.038	Water	0.039
2.194	Cleaning/Domestic	2.224
0.248	Insurance	0.264
13.430		12.645
	<u>Transport</u>	
0.005	Car Allowances	0.005
0.005		0.005
	<u>Supplies & Services</u>	
7.800	Equipment/Materials/Furniture	8.198
0.005	Provisions	0.005
0.901	Grants & Subscriptions	0.281
5.926	Services	6.084
0.699	Other	0.957
15.331		15.525
	<u>Transfer Payments</u>	
0.562	School Children/Students	0.569
0.562		0.569
	<u>Capital Financing</u>	
4.965	Other	5.436
4.965		5.436
155.237	Total Expenditure	156.966
	<u>Income</u>	
-10.292	Government Grants	-10.016
-10.292	Total Income	-10.016
144.945	NET DELEGATED SCHOOLS BUDGET	146.950

EDUCATION & LIFELONG LEARNING THREE YEAR CAPITAL PROGRAMME

	BUDGET		
	2017/18	2018/19	2019/20
	£M	£M	£M
<u>Schools</u>			
Aberdare School & Sports Centre	4.304	0.000	0.000
Y Pant Comprehensive School	0.454	0.529	0.000
School Modernisation Rhondda & Tonyrefail	48.350	20.297	0.000
School Modernisation	3.825	0.146	0.146
Cwmaman Community Primary	6.105	2.487	0.000
<u>Transition</u>			
Llwynocrwn Primary	0.029	0.000	0.000
Total Schools	63.067	23.459	0.146
<u>Supplementary Capital Programme</u>			
Planned Kitchen Refurbishments	0.250	0.200	0.200
Window & Door Replacements	0.150	0.150	0.150
Essential Works	0.490	0.400	0.400
Capitalisation of Computer	0.250	0.250	0.250
Hardware/Software & Licenses			
Roof Renewal	1.700	0.700	0.700
Boiler Replacement	0.285	0.250	0.250
DDA Education & Lifelong Learning	0.200	0.225	0.225
Electrical Rewiring	0.165	0.200	0.200
Asbestos Remediation Works	1.830	1.900	1.900
Fire Alarm Upgrades	0.080	0.100	0.100
Toilet Refurbishments	0.350	0.350	0.350
E&LL Condition Surveys	0.050	0.075	0.075
Schools Investment Programme	2.000	0.000	0.000
Improvements to Schools	0.100	0.100	0.100
Total Supplementary Capital Programme	7.900	4.900	4.900
TOTAL EDUCATION & LIFELONG LEARNING BUDGET	70.967	28.359	5.046

* The 2017/2018 budget includes estimated slippage from 2016/2017 and additional grant aided schemes that were known when the three year programme was agreed.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CHIEF EXECUTIVE'S DIVISION

CHIEF EXECUTIVE'S DIVISION OVERVIEW

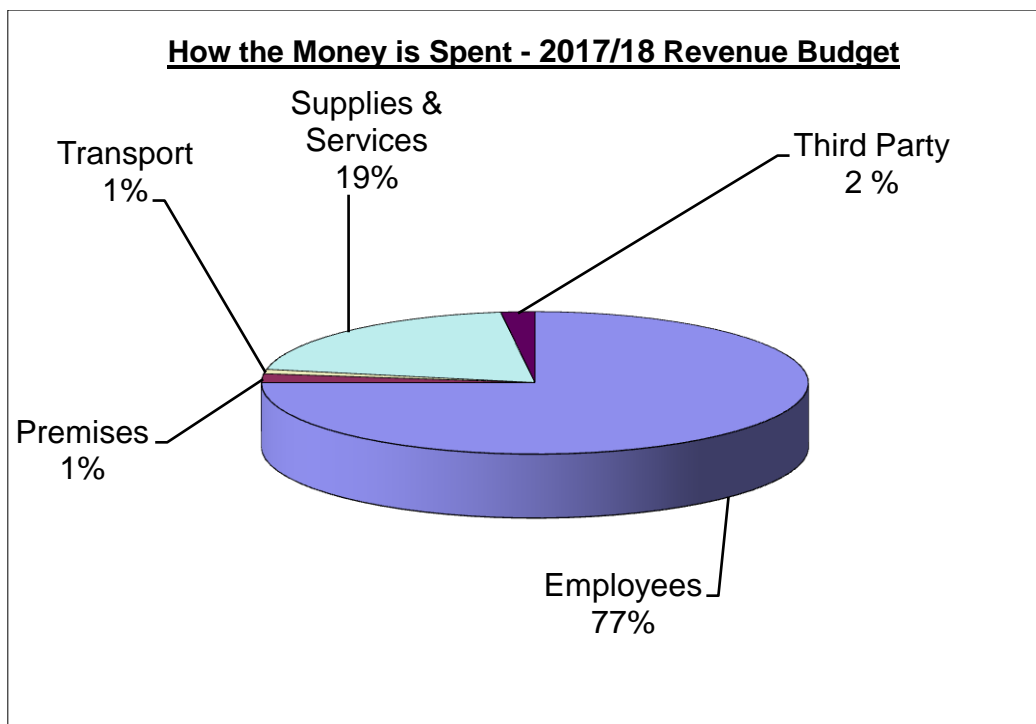
This Division has a focus on the development, implementation and monitoring of the Council's Human Resources Policies, providing corporate support in respect of the Legal function, the management of the Authority's Public Relations activities, coordinating external funding arrangements and enhancing the physical and economic environment of Rhondda Cynon Taf. As such it includes key service units for Human Resources, Legal, Cabinet & Public Relations and Regeneration & Planning.

A summary of the total resources available for the Chief Executive's Division in the 2017/18 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	4.284	0.000	4.284
General Fund Revenue	16.786	-4.877	11.909
Total	21.070	-4.877	16.193

CHIEF EXECUTIVE’S DIVISION REVENUE EXPENDITURE

The Net Revenue Expenditure for the Chief Executive’s Division for 2017/18 amounts to £11.909M. Gross expenditure is estimated at £16.786M and this is analysed by expenditure type in the chart below.



Income receivable by the Division of £4.877M reduces net expenditure to £11.909M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

Specific Revenue Grants 2017/18

The table below identifies the main areas of expenditure funded by Specific Revenue Grants, which are included within gross expenditure / income figures as appropriate.

Award Body	Purpose	Amount £M
Arts Council of Wales	Arts Development	0.150

GENERAL FUND REVENUE
CHIEF EXECUTIVE'S DIVISION : TYPE OF SPEND

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
0.066	NJC Manual Workers	0.060
10.910	NJC APT&C	11.401
1.259	JNC Chief Officers	1.231
0.265	Other	0.242
12.500		12.934
	<u>Premises</u>	
0.042	Repairs & Maintenance	0.043
0.049	Energy	0.044
0.078	Rents	0.077
0.028	Local Tax	0.017
0.006	Water	0.007
0.006	Cleaning/Domestic	0.010
0.209		0.198
	<u>Transport</u>	
0.013	Direct Transport	0.012
0.007	Contract Hire	0.012
0.013	Public Transport	0.013
0.076	Car Allowances	0.079
0.109		0.116
	<u>Supplies & Services</u>	
0.246	Equipment/Materials/Furniture	0.257
0.171	Communications/Computing	0.157
0.037	Provisions	0.036
0.168	Printing/Stationery	0.132
0.260	Advertising	0.247
0.195	Grants & Subscriptions	0.189
0.046	Members Expenses	0.045
1.422	Services	1.433
0.726	Miscellaneous	0.698
0.022	Other	0.019
3.293		3.213
	<u>Third Party</u>	
0.235	Rendered by Voluntary Organisations	0.205
0.035	Rendered by Private Contract	0.050
0.015	Cyclic	0.015
0.285		0.270
	<u>Support Services</u>	
0.055	Recharges	0.055
0.055		0.055
16.451	Total Expenditure	16.786
-0.150	<u>Income</u> Government Grants	-0.150

-1.327	Other Grants/Reimbursements	-1.406
-2.507	Customer/Client Receipts	-2.446
-0.759	Internal income	-0.875
-4.743	Total Income	-4.877
11.708	NET CHIEF EXECUTIVE'S DIVISION BUDGET	11.909

GENERAL FUND REVENUE**CHIEF EXECUTIVE'S DIVISION : SERVICES PROVIDED**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Chief Executive</u>	
0.402	Common Services	0.410
0.402		0.410
	<u>Cabinet Office & Public Relations</u>	
1.442	Cabinet Secretariat	1.598
0.877	Cultural Services	0.925
2.319		2.523
	<u>Human Resources</u>	
0.363	Support Services	0.387
1.510	Employment Services	1.472
1.684	Organisational Development	1.712
3.557		3.571
	<u>Legal & Democratic Services</u>	
1.009	Legal Services	0.942
1.994	Democratic Services	2.013
0.368	Legal Administration	0.331
3.371		3.286
	<u>Regeneration & Planning</u>	
1.548	Regeneration	1.501
-0.098	Development Control	-0.134
-0.098	Building Control	0.012
0.200	Process	0.257
0.507	Spatial Development	0.483
2.059		2.119
11.708	TOTAL CHIEF EXECUTIVE'S DIVISION BUDGET	11.909

Chief Executive's Unit

This Unit's primary function is to play the key role in supporting the work of the Chief Executive's Office.

GENERAL FUND REVENUE**CHIEF EXECUTIVE'S UNIT: TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
0.043	NJC APT&C	0.046
0.196	JNC Chief Officers	0.202
0.239		0.248
	<u>Premises</u>	
0.001	Cleaning/Domestic	0.001
0.001		0.001
	<u>Transport</u>	
0.001	Car Allowances	0.001
0.001		0.001
	<u>Supplies & Services</u>	
0.004	Equipment/Materials/Furniture	0.004
0.002	Communications/Computing	0.002
0.005	Printing/Stationery	0.004
0.143	Grants & Subscriptions	0.143
0.001	Other	0.001
0.155		0.154
	<u>Support Services</u>	
0.006	Recharges	0.006
0.006		0.006
0.402	Total Expenditure	0.410
0.402	NET CHIEF EXECUTIVE'S UNIT BUDGET	0.410

Cabinet Office and Public Relations

The Cabinet Office & Public Relations Department sits within the Chief Executive's Division of the Council. The department is responsible for the Leader's Office and for supporting the Cabinet in the discharge of its duties.

It also has responsibility for the Council's Communications activity, Corporate Policy and Resident Engagement. The department also includes Tourism and Cultural Services. The service area consists of the following departments:

- Leader's Office.
- Cabinet Office.
- Press & Communications (including Website, Social Media and Internal Communications).
- Public Relations & Marketing (including Events & Creative Design).
- Corporate Policy & Consultation.
- Tourism.
- Cultural Services (including Arts Development, operation of the Council's two theatres – Coliseum and Park and Dare – and Strategic arts and creative industries development and policy advice. The service is also part of the Arts Connect Regional Collaboration).
- Mayoral Office.

GENERAL FUND REVENUE**CABINET OFFICE & PUBLIC RELATIONS: TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
0.066	NJC Manual Workers	0.060
1.603	NJC APT&C	1.840
0.089	JNC Chief Officers	0.091
1.758		1.991
	<u>Premises</u>	
0.042	Repairs & Maintenance	0.042
0.049	Energy	0.044
0.026	Local Tax	0.015
0.006	Water	0.007
0.005	Cleaning/Domestic	0.009
0.128		0.117
	<u>Transport</u>	
0.013	Direct Transport	0.012
0.007	Contract Hire	0.012
0.002	Public Transport	0.001
0.017	Car Allowances	0.014
0.039		0.039
	<u>Supplies & Services</u>	
0.103	Equipment/Materials/Furniture	0.119
0.033	Communications/Computing	0.033
0.036	Provisions	0.036
0.053	Printing/Stationery	0.045
0.194	Advertising	0.180
0.017	Members Expenses	0.017
0.002	Grants & Subscriptions	0.002
0.055	Services	0.055
0.473	Miscellaneous	0.462
0.003	Other	0.003
0.969		0.952
	<u>Third Party</u>	
0.015	Cyclic	0.015
0.015		0.015
2.909	Total Expenditure	3.114
	<u>Income</u>	
-0.150	Government Grants	-0.150
-0.428	Customer/Client Receipts	-0.428
-0.012	Internal Income	-0.013
-0.590	Total Income	-0.591
2.319	NET CABINET OFFICE & PUBLIC RELATIONS BUDGET	2.523

Human Resources

Human Resources sit within the Chief Executive's Office, reporting directly to the Chief Executive, with the Director of Human Resources holding a key position on the Senior Leadership Team. Human Resources covers:

- The Employment Services function advises on all employee relations matters, recruitment advertising, health & safety and all other aspects of terms and conditions. They implement proposals for organisational change and work to ensure that the Council's employment policies and processes comply with National and European law.
- The Organisational Development function is sub-divided into four linked teams: People Development, Workforce Development (including Job Evaluation), Employment, Education and Training (EET) and Occupational Health & Wellbeing. These teams are dedicated to assisting the development of a competent, effective and healthy workforce and promoting career opportunities.
- The Equality & Diversity Team has a strategic role within Human Resources and works closely with service areas to assist them in delivering their equality objectives.
- The service directly contributes to the achievement of the Council's priorities on Medium Term Planning; Human Resources has positioned itself at the heart of the Council's Medium Term Planning arrangements as well as providing focussed support to service areas to enable the successful delivery of key transformation projects and organisational redesign.
- The service contributes to the Health vision of the Single Integrated Plan (SIP). It contributes to the ambition to reduce health inequalities within the strategic theme through the achievement of the Gold Standard of the Corporate Health Standard. Whilst the Corporate Health Standard is aimed at improving the Health & Wellbeing of our employees it should be noted that over 80% of those employees live within the County boundaries and the Corporate Health messages are, therefore, being delivered to our communities as well as our employees.
- The service contributes to the Safety vision within the SIP through the delivery of the Strategic Equality Plan Action Plan and in particular the Equality Objectives on Disability Hate Crime and Addressing Negative Attitudes and Behaviour both of which will contribute to the aim of reducing anti social behaviour.
- The service contributes to the Prosperity vision within the SIP through the delivery of projects such as the apprenticeship and graduate schemes which provide additional opportunities for the communities within Rhondda Cynon Taf, provision of work experience and work placements, working with partners in schools to provide advice and

support through participation in various employment initiatives all of which contribute to the delivery of the employability aim.

- The Key Priorities for Human Resources are:
 - Supporting the Council's Medium Term Planning framework.
 - Workforce development, planning and organisational redesign.
 - Collaborative Working Arrangements, e.g. Central South Consortium/Academy Wales/Other Councils.
 - Occupational Health, Safety & Wellbeing Strategy - Maximising Attendance Project, Health & Safety Steering Group Actions.
 - Mainstreaming Equality & Delivery of the Strategic Equality Plan.
 - Employment, Training and Work Experience - Care2Work, Jobs Growth Wales, Traineeship, Apprenticeships etc.

GENERAL FUND REVENUE**HUMAN RESOURCES : TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
3.325	NJC APT&C	3.376
0.222	JNC Chief Officers	0.227
0.129	Other	0.130
3.676		3.733
	<u>Transport</u>	
0.002	Public Transport	0.004
0.018	Car Allowances	0.028
0.020		0.032
	<u>Supplies & Services</u>	
0.026	Equipment/Materials/Furniture	0.016
0.065	Communications/Computing	0.053
0.001	Provisions	0.000
0.041	Printing/Stationery	0.019
0.032	Advertising	0.034
0.021	Grants & Subscriptions	0.018
0.114	Services	0.111
0.058	Miscellaneous	0.050
0.013	Other	0.013
0.371		0.314
	<u>Third Party</u>	
0.035	Rendered by Private Contract	0.050
0.035		0.050
4.102	Total Expenditure	4.129
	<u>Income</u>	
-0.000	Other Grants/Reimbursements	-0.003
-0.545	Internal Income	-0.555
-0.545	Total Income	-0.558
3.557	NET HUMAN RESOURCES BUDGET	3.571

Legal and Democratic Services Division

The Division is an integral part of the Chief Executive's Division and provides corporate and client orientated legal support to the Council, its Members and Officers. The Division has both "customer facing" e.g. Electoral Registration and internal corporate functions, e.g. Member support. It fulfils a wide variety of roles namely:

- Delivery of Corporate and Client orientated Legal Services.
- Delivery of Committee, Scrutiny and Member Support Functions.
- Land Charges and Electoral Services (Electoral Registration and Conduct of Elections).
- Corporate Governance Unit.
- Supporting the role and service delivery of Her Majesty's Coroner.

The Division also provides central support services, which are at the heart of local democracy, without which the running of the Council would not be possible.

GENERAL FUND REVENUE**LEGAL AND DEMOCRATIC SERVICES : TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
3.242	NJC APT&C	3.416
0.547	JNC Chief Officers	0.501
0.136	Other	0.112
3.925		4.029
	<u>Premises</u>	
0.000	Repairs & Maintenance	0.001
0.072	Rents	0.071
0.001	Local Tax	0.000
0.073		0.072
	<u>Transport</u>	
0.008	Public Transport	0.007
0.008	Car Allowances	0.011
0.016		0.018
	<u>Supplies & Services</u>	
0.073	Equipment/Materials/Furniture	0.079
0.051	Communications/Computing	0.050
0.057	Printing/Stationery	0.055
0.007	Advertising	0.005
0.029	Member Expenses	0.028
0.001	Grants & Subscriptions	0.001
1.228	Services	1.257
0.096	Miscellaneous	0.087
0.004	Other	0.000
1.546		1.562
	<u>Support Services</u>	
0.049	Recharges	0.049
0.049		0.049
5.609	Total Expenditure	5.730
	<u>Income</u>	
-1.320	Other Grants/Reimbursements	-1.403
-0.716	Customer/Client Receipts	-0.744
-0.202	Internal Income	-0.297
-2.238	Total Income	-2.444
3.371	NET LEGAL AND DEMOCRATIC SERVICES BUDGET	3.286

Regeneration and Planning

This area of service aims to support economic growth in Rhondda Cynon Taf, via the delivery of quality initiatives and services.

Regeneration and Planning sits within the Chief Executive's Division, providing a range of both statutory and non statutory, but predominantly frontline, services. The main focus of these services is balanced and sustainable regeneration through the development of strategic frameworks for the delivery, development management, facilitation of physical works and through business support together with other economic development initiatives.

The Planning service includes both strategic and development control functions. Key is the development of the Local Development Plan. The Development Control service considers applications under the Planning Act and Building Regulations, enforcement, planning obligations and Community Infrastructure Levy, the conservation/protection of historic environments and dangerous structures.

The Regeneration service delivers third sector and business support, both the Council's own capital grants and those for which external funding is available. Town Centres are key work areas with Town Centre Regeneration Schemes and interventions being currently delivered in Pontypridd, Porth and Aberdare, and the service is continually exploring further funding sources for our towns. Regeneration strategy development and the delivery, in partnership, of complementary initiatives are also undertaken.

Significant areas of the Service's work is around supporting other Council services and external organisations in developing regeneration strategically and also accessing funding regimes.

The significance of a regional approach to regeneration and economic development is increasing. The service is actively involved in shaping regional initiatives with partners.

GENERAL FUND REVENUE**REGENERATION AND PLANNING: TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
2.697	NJC APT&C	2.723
0.205	JNC Chief Officers	0.210
2.902		2.933
	<u>Premises</u>	
0.006	Rents	0.006
0.001	Local Tax	0.002
0.007		0.008
	<u>Transport</u>	
0.001	Public Transport	0.001
0.032	Car Allowances	0.025
0.033		0.026
	<u>Supplies & Services</u>	
0.040	Equipment/Materials/Furniture	0.039
0.020	Communications/Computing	0.019
0.012	Printing/ Stationery	0.009
0.027	Advertising	0.028
0.028	Grants & Subscriptions	0.025
0.025	Services	0.010
0.099	Miscellaneous	0.099
0.001	Other	0.002
0.252		0.231
	<u>Third Party</u>	
0.235	Rendered by Voluntary Organisations	0.205
0.235		0.205
3.429	Total Expenditure	3.403
	<u>Income</u>	
-0.007	Other Grants/Reimbursements	0.000
-1.363	Customer/Client Receipts	-1.274
0.000	Internal Income	-0.010
-1.370	Total Income	-1.284
2.059	NET REGENERATION AND PLANNING BUDGET	2.119

CHIEF EXECUTIVE THREE YEAR CAPITAL PROGRAMME

	BUDGET		
	2017/18	2018/19	2019/20
	£M	£M	£M
<u>Regeneration & Planning</u>			
Town Centre Physical Regeneration	0.240	0.240	0.240
Project Support Fund	0.250	0.250	0.250
Business Support Grants	0.250	0.250	0.250
Taff Vale Development	2.024	0.000	0.000
Pontypridd YMCA	1.500	0.000	0.000
Total Regeneration & Planning	4.264	0.740	0.740
<u>Cabinet Office & Public Relations</u>			
Buildings	0.020	0.020	0.020
Total Cabinet Office & Public Relations	0.020	0.020	0.020
TOTAL CHIEF EXECUTIVE BUDGET	4.284	0.760	0.760

* The 2017/2018 budget includes estimated slippage from 2016/2017 and additional grant aided schemes that were known when the three year programme was agreed.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CORPORATE & FRONTLINE SERVICES

CORPORATE & FRONTLINE SERVICES OVERVIEW

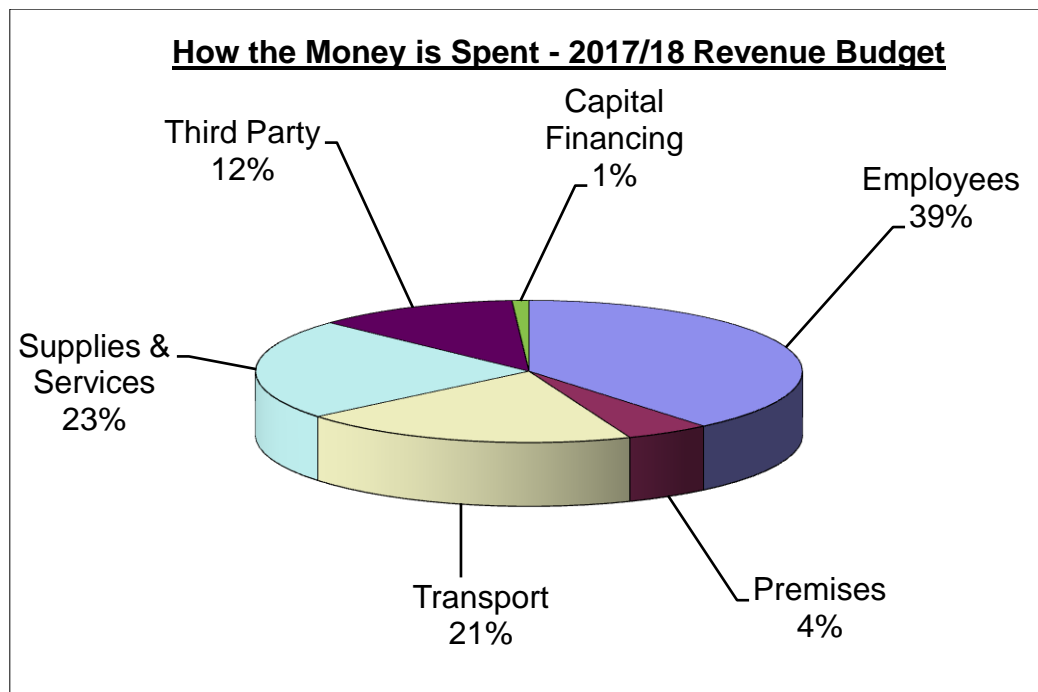
This group contains both front line (e.g. Highways, Transportation, Streetcare, Housing Benefits, Council Tax, Pensions and Customer Care) and corporate support functions (e.g. Accountancy, Corporate Estates, Procurement, Customer Care and ICT) that underpin the service delivery capability across all groups.

A summary of the total resources available for the Corporate & Frontline Services Group in the 2017/18 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	21.218	0.000	21.218
General Fund Revenue	94.112	-32.989	61.123
Total	115.330	-32.989	82.341

CORPORATE & FRONTLINE SERVICES REVENUE EXPENDITURE

The Net Revenue Budget for the Corporate & Frontline Services Group for 2017/18 amounts to £61.123M. Gross expenditure is estimated at £94.112M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £32.989M reduces net expenditure to £61.123M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

Specific Revenue Grants 2017/18

The table below identifies the main areas of expenditure funded by Specific Revenue Grants, which are included within gross expenditure / income figures as appropriate.

Award Body	Purpose	Amount £M
Department for Work & Pensions	Housing Benefit Administration Subsidy	0.926
Welsh Government	NDR Admin Grant	0.372
	Environment & Sustainable Development	3.958
	Concessionary Fares	6.789
	Local Transport Fund (Road Safety)	0.133
	Bus Service Support	0.665
	Tomorrow's Valley Residual Waste	1.189
	Tomorrow's Valley Food Waste	0.064

GENERAL FUND REVENUE
CORPORATE & FRONTLINE SERVICES : TYPE OF SPEND

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
9.783	NJC Manual Workers	9.905
23.208	NJC APT&C	23.043
1.576	JNC Chief Officers	1.653
1.710	Other	2.165
36.277		36.766
	<u>Premises</u>	
1.351	Repairs & Maintenance	1.311
0.025	Maintenance of Grounds	0.021
0.741	Energy	0.745
0.673	Rents	0.213
1.297	Local Tax	1.378
0.132	Water	0.132
0.202	Cleaning/Domestic	0.235
0.079	Other	0.084
4.500		4.119
	<u>Transport</u>	
7.201	Direct Transport	7.146
11.382	Contract Hire	11.564
0.562	Public Transport	0.585
0.163	Car Allowances	0.143
19.308		19.438
	<u>Supplies & Services</u>	
3.430	Equipment/Materials/Furniture	3.322
2.369	Communications/Computing	2.287
0.517	Printing/Stationery	0.460
0.055	Advertising	0.055
0.159	Grants & Subscriptions	0.208
13.311	Services	12.751
1.942	Miscellaneous	1.973
0.137	Other	0.125
21.920		21.181
	<u>Third Party</u>	
0.158	Rendered by Other Local Authorities	0.147
0.078	Rendered by Voluntary Organisations	0.000
8.495	Transport	8.515
0.096	Structural	0.098
0.303	Cyclic	0.521
0.382	Safety Aids	0.389
0.058	Winter Maintenance	0.060
2.066	Street Lighting	1.860
0.106	Miscellaneous	0.108
0.012	Highways Drainage	0.012
11.754		11.710

	<u>Transfer Payments</u>	
0.044	School Children/Students	0.044
0.044		0.044
	<u>Support Services</u>	
0.030	Recharges	0.030
0.030		0.030
	<u>Capital Financing</u>	
0.547	Other	0.824
0.547		0.824
94.380	Total Expenditure	94.112
	<u>Income</u>	
-13.828	Government Grants	-13.431
-1.208	Other Grants/Reimbursements	-1.003
-8.782	Customer/Client Receipts	-8.175
-3.672	Recharges–Other Revenue Account	-3.717
-6.556	Internal Income	-6.663
-34.046	Total Income	-32.989
60.334	NET CORPORATE & FRONTLINE SERVICES BUDGET	61.123

GENERAL FUND REVENUE
CORPORATE & FRONTLINE SERVICES : SERVICES PROVIDED

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Frontline Services</u>	
3.147	Highways Management	4.001
13.776	Transportation	14.067
0.311	Strategic Projects	0.304
3.200	Street Cleansing	3.166
0.721	Facilities Cleaning	0.806
4.488	Highways Maintenance	4.475
13.975	Waste Services	14.415
2.101	Fleet Maintenance	2.031
1.728	Group Directorate	1.542
43.447	<u>Total Frontline Services</u>	44.807
	<u>Corporate Services</u>	
	<u>Financial Services</u>	
2.035	Financial Management, Accountancy & Performance	1.971
3.280	Operational Finance	3.277
0.172	Public Service Partnerships	0.059
5.487		5.307
	<u>ICT</u>	
3.761	ICT Operational Services	3.854
3.761		3.854
	<u>Customer Care</u>	
0.529	One for All	0.525
0.315	Strategic Management	0.247
0.940	Contact Centres	0.854
0.078	E Government	0.081
0.362	Central Print Unit	0.358
2.224		2.065
	<u>Corporate Estates Management & Procurement</u>	
0.069	Management of Surplus Sites	0.078
-0.153	Sundry Land and Properties	-0.153
2.177	Corporate Estates Management Department	2.079
2.660	Office Accommodation	2.423
0.511	Procurement	0.508
5.264		4.935
	<u>Group Management</u>	
0.151	Director and Support Services	0.155
0.151		0.155
16.887	<u>Total Corporate Services</u>	16.316
60.334	TOTAL CORPORATE & FRONTLINE SERVICES BUDGET	61.123

Frontline Services

Highways and Streetcare Services

The Service delivers a broad range of Environmental services whilst the work of the team touches all residents of the borough and can form a significant customer contact interface, often high profile with increasingly complex solutions. The service is an integral part of the Council's services and the core Frontline Service.

The aims of the service are:

- To work with the community to maintain and improve the street scene to a standard which will promote civic pride and community responsibility.
- To provide quality refuse and recycling services that are efficient and reliable and that satisfy both customer and legislative requirements.
- The Division consists of four main areas of operation and contains the following service areas as outlined below:

Highways Technical Services

Highways Maintenance
Parking Services
Highways Infrastructure
Highways Development Control
Roads & Street Works Act (RASWA)
Capita Glamorgan Ltd Joint Venture

Transportation

Road Safety
Integrated Transport Unit
Transportation Strategy
Fleet Management & Maintenance

Strategic Projects

Construction Projects
Traffic Services
Land Reclamation & Engineering

Streetcare Services

Waste Services
Street Cleansing
Facilities Cleaning
Enforcement
Emergency Planning

GENERAL FUND REVENUE**FRONTLINE SERVICES : TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
9.638	NJC Manual Workers	9.768
6.071	NJC APT&C	6.231
0.350	JNC Chief Officers	0.369
1.710	Other	2.165
17.769		18.533
	<u>Premises</u>	
0.469	Repairs & Maintenance	0.467
0.125	Energy	0.134
0.116	Rents	0.116
0.318	Local Tax	0.386
0.061	Water	0.061
0.122	Cleaning/Domestic	0.121
0.079	Other	0.084
1.290		1.369
	<u>Transport</u>	
7.189	Direct Transport	7.134
11.382	Contract Hire	11.563
0.554	Public Transport	0.578
0.066	Car Allowances	0.053
19.191		19.328
	<u>Supplies & Services</u>	
2.975	Equipment/Materials/Furniture	2.845
0.140	Communications/Computing	0.145
0.071	Printing/Stationery	0.056
0.049	Advertising	0.048
0.113	Grants & Subscriptions	0.163
13.203	Services	12.647
1.566	Miscellaneous	1.685
0.108	Other	0.102
18.225		17.691
	<u>Third Party</u>	
0.158	Rendered by Other Local Authorities	0.147
8.495	Transport	8.515
0.096	Structural	0.098
0.303	Cyclic	0.521
0.382	Safety Aids	0.389
0.058	Winter Maintenance	0.060
2.066	Street Lighting	1.860
0.106	Miscellaneous	0.108
0.012	Highways Drainage	0.012
11.676		11.710

	<u>Transfer Payments</u>	
0.044	School Children/Students	0.044
0.044		0.044
	<u>Support Services</u>	
0.024	Recharges	0.024
0.024		0.024
	<u>Capital Financing</u>	
0.508	Other	0.824
0.508		0.824
68.727	Total Expenditure	69.523
	<u>Income</u>	
-12.427	Government Grants	-12.133
-0.862	Other Grants/Reimbursements	-0.861
-6.984	Customer/Client Receipts	-6.600
-2.374	Recharges–Other Revenue Account	-2.419
-2.633	Internal Income	-2.703
-25.280	Total Income	-24.716
43.447	NET FRONTLINE SERVICES BUDGET	44.807

Corporate Services

Financial Services

The service area plays a key role as a provider of both front line services (e.g. Council Tax, Benefits & Pensions) and internal support services across the Council.

The following functions are undertaken within the service area:

- **Financial Management, Accountancy Services and Performance Management:**– that includes Treasury Management & Pension Fund Investments, Council Wide Financial Reporting and Management Accounting, Systems and Bank Reconciliation, and the provision of data and performance management support services across the Council.
- **Operational Finance:**– encompassing Council Tax, Business Rates, Housing Benefits & Council Tax Support, Credit Management, Payroll, Pensions & Creditor Payments.
- **Internal Audit:**– providing independent oversight on the standard of internal control across Council services and wider governance arrangements (including risk management).
- **Partnership Development:**– that supports the development of partnership working within and beyond the geographical boundaries of Rhondda Cynon Taf.

GENERAL FUND REVENUE**FINANCIAL SERVICES : TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
0.025	NJC Manual Workers	0.019
8.419	NJC APT&C	8.295
0.604	JNC Chief Officers	0.619
9.048		8.933
	<u>Premises</u>	
0.027	Cleaning/Domestic	0.043
0.027		0.043
	<u>Transport</u>	
0.000	Contract Hire	0.001
0.005	Public Transport	0.003
0.026	Car Allowances	0.017
0.031		0.021
	<u>Supplies & Services</u>	
0.025	Equipment/Materials/Furniture	0.025
0.515	Communications/Computing	0.522
0.077	Printing/Stationery	0.074
0.004	Advertising	0.003
0.023	Grants & Subscriptions	0.023
0.090	Services	0.088
0.281	Miscellaneous	0.222
0.007	Other	0.005
1.022		0.962
	<u>Third Party</u>	
0.078	Rendered by Voluntary Organisations	0.000
0.078		0.000
	<u>Support Services</u>	
0.006	Recharges	0.006
0.006		0.006
10.212	Total Expenditure	9.965
	<u>Income</u>	
-1.401	Government Grants	-1.298
0.000	Other Grants/Reimbursements	-0.005
-0.687	Customer/Client Receipts	-0.693
-1.298	Recharges–Other Revenue Account	-1.298
-1.339	Internal Income	-1.364
-4.725	Total Income	-4.658
5.487	NET FINANCIAL SERVICES BUDGET	5.307

Corporate Services

ICT

Information & Communication Technology (ICT) is an internal support service that is responsible for the cost effective provision, support, maintenance and improvement of ICT both within and externally facing to the Council. The Service underpins the efficient and high quality support of the computing infrastructure to the Council and its customers, delivering cross cutting services that are critical to the realisation of its priorities and corporate business goals.

The Service Delivers & Supports:

- The management and deployment of all End User Computing Devices to officers in the Council from PCs, Laptops, Tablets, Smartphone's whilst supporting agile working through Virtual PCs.
- Over 150 Business Applications for the Council including maintenance, upgrades and improvements so departments can deliver effective, and efficient services and whilst having the ability to store key customer or client information including its key server infrastructure estate.
- The management of 120 Service based ICT Contracts ensuring effective services are in place through government frameworks, ensuring value for money with a view to drive efficiencies.
- Transformation & Collaboration Projects enabled through the use of ICT, this includes 21st Century Schools Transformation, Shared Data Centre with Bridgend County Borough Council, Shared Capita ONE Merthyr County Borough Council Hosting, All Wales Community Care Information System (WCCIS) implementation, Public Sector Broadband Aggregation 2, All Wales Library System, Regional collaboration feasibility work with peers.
- ICT are also responsible for the Council's the 'Public Service Network' compliancy and accreditation, ensuring all information held and shared is appropriately secured.
- Voice and Data Communication links that provides the Council's telephone networks, WiFi provision, broadband enablement and Local & Wide Area Data Networks across all establishments in the Council.

Key Service Priorities for 2017/18

1. Deliver key actions that underpin the Council's wider Digital Strategy.
 - Lead the implementation of Agile working Projects (aligned to council Accommodation strategy)
 - Develop a medium term Information Management & Data Insight Plan

2. To improve the Council's underlying core ICT Infrastructure to provide a robust and resilient platform to enable business operations and our digital Improvements. Continue with the core Infrastructure refresh & improvement.
 - Unified Communications & Telephony
 - Phase 2 Network/Wi-Fi
 - Server, Storage extending into Cloud Services
 - Desktop Refresh to Windows 10 / Virtual Desktop and Office 2016/O365

3. Redesign the ICT people service to ensure it is optimised to deliver operational and strategic priorities.

4. Ensure the Council is compliant with Central Government ICT Legislation & Security Standards.
 - Public Sector Network Accreditation
 - New European Union General Data Protection Regulation

5. Supporting and Delivering Service Based Improvement Projects and Change Proposals where Technology is the enabler.
 - Chief Executives – Elections
 - Chief Executives – Planning System
 - Community & Children's Services - All Wales Community Care Information System
 - Education - 21st Century Schools
 - Education – All Wales Library System

GENERAL FUND REVENUE**ICT : TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
2.360	NJC APT&C	2.511
0.075	JNC Chief Officers	0.079
2.435		2.590
	<u>Premises</u>	
0.001	Repairs & Maintenance	0.001
0.001	Rents	0.001
0.002		0.002
	<u>Transport</u>	
0.001	Public Transport	0.001
0.012	Car Allowances	0.023
0.013		0.024
	<u>Supplies & Services</u>	
0.277	Equipment/Materials/Furniture	0.311
1.273	Communications/Computing	1.209
0.213	Printing/Stationery	0.177
0.002	Grants & Subscriptions	0.002
0.019	Miscellaneous	0.019
1.784		1.718
4.234	Total Expenditure	4.334
	<u>Income</u>	
-0.473	Internal Income	-0.480
-0.473	Total Income	-0.480
3.761	NET ICT BUDGET	3.854

Corporate Services **Customer Care Service**

Transforming access to Council services for Residents in line with evolving trends and demands.

Website and Service Redesign Team

- Enables over 2 million customers to 'self-serve' annually at **www.rctcbc.gov.uk**
- Exploits technology to better design on line services that:-
 - Are user friendly and accessible from any device and location any time.
 - Provide a seamless experience from the customer to delivery.
 - Evidence take up and feedback to prioritise ongoing improvement.

Contact Centre (Telephone)

- Responds to 600,000 contacts annually, relating to Council Tax, Benefits, Street Care, Waste, Public Health and Adult Social Care.
- Offers a 24 hour response to local emergencies and monitoring of 'Lifeline' and similar safety devices in the home.
- Shares the centre with Cwm Taf Health Board GP Out of Hours services.

One4aLL Advice Centres

- One4aLL Centres provide advice 'in person' by appointment in the community, with 60,000 visits annually, for payments and matters that require advice and evidence including 'Blue' Badges (Disabled Parking), Concessionary Bus passes, and support with various Benefit and Discount applications.
- Centres are located within some Libraries alongside Digital learning facilities and wider 'advice' organisations e.g. Citizen Advice, Credit Union etc.

Business Support Unit Provides

- Co-ordinated mail/courier services for bulk processing to reduce costs.
- Print/pack/send services for both 'e' and hard copy correspondence.
- Essential print for e.g. Election Ballot cards.
- Records Management Facility for document/file store, catalogue, index, review.
- Records Disposal – bulk document disposal and shredding service.

Key Objectives 2017/18

- Implement On Line Services that are easy to use and efficient for Council services and attractions.
- Provide Advisor Assistance where appropriate to need or process in the most efficient manner and in Library locations in the Community.

- Ensure customer trends and preferences are identified in service planning and design.
- Provide a Single Records Management Service to support a 'paper light' organisation.

GENERAL FUND REVENUE

CUSTOMER CARE : TYPE OF SPEND

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
2.094	NJC APT&C	1.971
0.076	JNC Chief Officers	0.079
2.170		2.050
	<u>Premises</u>	
0.001	Cleaning/Domestic	0.002
0.001		0.002
	<u>Transport</u>	
0.010	Direct Transport	0.010
0.001	Public Transport	0.001
0.006	Car Allowances	0.006
0.017		0.017
	<u>Supplies & Services</u>	
0.127	Equipment/Materials/Furniture	0.118
0.298	Communications/Computing	0.272
0.139	Printing/Stationery	0.138
0.002	Grants & Subscriptions	0.002
0.006	Services	0.000
0.009	Miscellaneous	0.005
0.007	Other	0.007
0.588		0.542
2.776	Total Expenditure	2.611
	<u>Income</u>	
-0.130	Customer/Client Receipts	-0.128
-0.422	Internal Income	-0.418
-0.552	Total Income	-0.546
2.224	NET CUSTOMER CARE BUDGET	2.065

Corporate Services
Corporate Estates Management & Procurement

Property is a key resource and presents a very visible image of the Council. It has value, costs money and is a critical component in the delivery of services to the community. The Council has recognised that property is a strategic resource, with the asset planning framework linked to clear corporate service and resource strategies.

Corporate Estates & Procurement sits within the Corporate & Frontline Services Group alongside Customer Care & ICT, Financial Services and Frontline Services. Our priorities support those of the Corporate & Frontline Services Group. Our priorities are mostly cross cutting in nature and support numerous components / themes of the Improvement Plan and the Council's Single Integrated Plan as well as contributing to Medium Term Service Planning.

Corporate Estates is the leading Service for the management of the Council's assets and delivers a wide range of strategic services to the Corporate and Frontline Services, Education and Lifelong Learning and Community and Children's Services groups. We provide a comprehensive asset management service including multi disciplinary design, strategic maintenance, asbestos management, legionella management, land and property information, property review, property acquisitions / disposals, estates management and asset management planning.

The Corporate Procurement department is responsible for all procurement for the Council. Common and higher value procurements are carried out directly by the unit or in conjunction with collaborative partners whilst lower value spends and call-off ordering are undertaken within the Council's Directorates in accordance with the RCT Contract Procedure Rules. The Procurement team also has a strategic role to ensure compliance with European Union Procurement Directives and in ensuring value for money is achieved in buying goods, services and construction works to help achieve the Council's proprieties.

The Procurement department is responsible for procurement strategy and policy, procurement efficiency and improvement, e-procurement, the delivery of corporate procurement projects and for providing direction and advice on all Procurement matters for the Council. The Procurement team responsibility also now includes the Energy Management unit with a combined remit of Energy and Carbon management together with the procurement of Energy and Energy services.

RCT Together is the Council's forward-thinking approach to engaging with its residents and communities about how they can work together to explore alternative delivery models, which could maintain services and facilities in the future. Launched in March 2015, RCT Together is an exciting new approach which will see the Council working with communities and partner agencies to sustain and deliver services that the local authority may no longer be able to deliver on its own.

GENERAL FUND REVENUE**CORPORATE ESTATES MANAGEMENT & PROCUREMENT : TYPE OF SPEND**

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
0.120	NJC Manual Workers	0.118
4.264	NJC APT&C	4.035
0.315	JNC Chief Officers	0.347
4.699		4.500
	<u>Premises</u>	
0.881	Repairs & Maintenance	0.843
0.025	Maintenance of Grounds	0.021
0.616	Energy	0.611
0.556	Rents	0.096
0.979	Local Tax	0.992
0.071	Water	0.071
0.052	Cleaning/Domestic	0.069
3.180		2.703
	<u>Transport</u>	
0.002	Direct Transport	0.002
0.001	Public Transport	0.002
0.052	Car Allowances	0.043
0.055		0.047
	<u>Supplies & Services</u>	
0.026	Equipment/Materials/Furniture	0.023
0.143	Communications/Computing	0.139
0.015	Printing/Stationery	0.013
0.002	Advertising	0.004
0.019	Grants & Subscriptions	0.018
0.012	Services	0.016
0.067	Miscellaneous	0.042
0.011	Other	0.007
0.295		0.262
	<u>Capital Financing</u>	
0.039	Other	0.000
0.039		0.000
8.268	Total Expenditure	7.512
	<u>Income</u>	
-0.346	Other Grants/Reimbursements	-0.137
-0.981	Customer/Client Receipts	-0.754
-1.677	Internal Income	-1.686
-3.004	Total Income	-2.577
5.264	NET CORPORATE ESTATES MANAGEMENT & PROCUREMENT BUDGET	4.935

Group Management

The service area provides the strategic direction for Corporate & Frontline Services in order to maximise the impact of the Group in delivering the Council's aims and objectives.

GROUP MANAGEMENT : TYPE OF SPEND

2016/17 Budget		2017/18 Budget
£M		£M
	<u>Employees</u>	
0.156	JNC Chief Officers	0.160
0.156		0.160
	<u>Transport</u>	
0.001	Car Allowances	0.001
0.001		0.001
	<u>Supplies & Services</u>	
0.002	Printing/Stationery	0.002
0.004	Other	0.004
0.006		0.006
0.163	Total Expenditure	0.167
	<u>Income</u>	
-0.012	Internal Income	-0.012
-0.012	Total Income	-0.012
0.151	NET GROUP MANAGEMENT BUDGET	0.155

CORPORATE & FRONTLINE SERVICES THREE YEAR CAPITAL PROGRAMME

	BUDGET		
	2017/18	2018/19	2019/20
	£M	£M	£M
<u>Corporate Services</u>			
<u>Financial Services</u>			
CIVICA Financials	0.200	0.200	0.200
Capitalisation of Computer Hardware/Software & Licences	0.500	0.500	0.500
Total Financial Services	0.700	0.700	0.700
<u>Corporate Estates</u>			
Major Refurbishment/Rationalisation of Service Group Accommodation	0.150	0.150	0.150
Strategic Maintenance	0.050	0.050	0.050
Total Corporate Estates	0.200	0.200	0.200
Total Corporate Services	0.900	0.900	0.900

<u>Frontline Services</u>			
<u>Highways Technical Services</u>			
Highways Improvements	3.720	1.190	1.190
Car Parks	0.045	0.045	0.045
Structures	5.880	0.300	0.350
Street Lighting	0.250	0.250	0.250
Total Highways Technical Services	9.895	1.785	1.835
<u>Strategic Projects</u>			
RCT & Other Grant Transport Schemes	0.625	0.085	0.025
Transportation Infrastructure	3.321	2.000	0.000
Traffic Management	0.160	0.160	0.160
Drainage Improvements	0.276	0.140	0.140
Total Strategic Projects	4.382	2.385	0.325
<u>Wastes Strategy</u>			
Waste Strategy	0.300	0.000	0.000
Total Waste Strategy	0.300	0.000	0.000
<u>Fleet</u>			
Vehicles	5.641	0.481	6.593
Total Fleet	5.641	0.481	6.593
<u>Buildings</u>			
Buildings	0.100	0.100	0.100
Total Buildings	0.100	0.100	0.100
Total Frontline Services	20.318	4.751	8.853
TOTAL CORPORATE & FRONTLINE SERVICES BUDGET	21.218	5.651	9.753

* The 2017/2018 budget includes slippage from 2016/2017 and additional grant aided schemes that were known when the three year programme was agreed.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

AUTHORITY WIDE BUDGETS

AUTHORITY WIDE BUDGETS OVERVIEW

Authority Wide Budgets represent those elements of financing which are Council wide and which cannot be directly attributed to any specific source group.

A summary of the total resources available for these budgets in the 2017/18 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	1.030	0.000	1.030
General Fund Revenue	142.207	-72.230	69.977
Total	143.237	-72.230	71.007

AUTHORITY WIDE BUDGETS : SERVICES PROVIDED

2016/17 Budget		2017/18 Budget
£M		£M
22.977	Capital Financing	19.557
11.382	Levies	11.649
14.825	Miscellaneous	14.864
0.400	NDR Relief	0.400
23.954	Council Tax Reduction Scheme	23.507
73.538	TOTAL AUTHORITY WIDE BUDGETS	69.977

CORPORATE INITIATIVES THREE YEAR CAPITAL PROGRAMME

	BUDGET		
	2017/18	2018/19	2019/20
	£M	£M	£M
Asset Management Planning	0.050	0.050	0.050
Corporate Improvement	0.075	0.075	0.075
Asbestos Management	0.200	0.200	0.200
Asbestos Remediation Works	0.050	0.050	0.050
Legionella Remediation Works	0.275	0.275	0.275
Legionella Management	0.200	0.200	0.200
Housing & Regeneration	0.180	0.000	0.000
TOTAL CORPORATE INITIATIVES BUDGET	1.030	0.850	0.850

* The 2017/2018 budget includes estimated slippage from 2016/2017 and additional grant aided schemes that were known when the three year programme was agreed.