

Rhondda Cynon Taf Budget 2011/12

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FOREWORD BY CORPORATE SERVICES GROUP DIRECTOR

On the 23rd February 2011 the Council agreed the Cabinet's proposals and recommendations for the revenue budget for the 2011/12 financial year. This was followed up on the 30th March 2011 with the agreement of the Council's 3 year Capital Programme. The budget-setting process continues to be ever challenging as the expectations of local residents are balanced with the continual drive from the Council for greater efficiency whilst still improving services.

At an all Wales level, the Minister for Social Justice and Local Government (Carl Sargeant AM) announced a reduction in revenue funding of 1.4% for local authorities in Wales for the year 2011/12. The reduction for Rhondda Cynon Taf was 1.7%. This is some way below the 2.5% increase which this Council received for 2010/11.

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 never going to be easy. However, appropriate decisions were taken to ensure that the Council's financial stability was not compromised, that the budget was equitable for all and, where possible, delivers the improving public services which we all want to see in Rhondda Cynon Taf.

The Cabinet identified their most significant areas for prioritising resources during 2011/12 as being :

- Activities and Enhanced Provisions for Young People (including continued support of the E3 initiative)
- Adult Social Services (including the response to ongoing demographic pressures)
- Children's Social Services (including Looked after Children)
- Environmental Initiatives (maintaining support for the Carbon Reduction Commitment Initiative)
- Roads (investment in our highways infrastructure)
- Schools (prioritised through reduced efficiency expectations and providing more than WAG's expectation)
- Waste Management (including the continued roll out of food waste recycling)

Given the level of the settlement and identified spending needs, the Council was faced with a funding gap of £14M which needed to be removed in order to set a balanced budget.

The implementation of a new pay and grading structure, changes to employee terms and conditions of employment and an efficiency drive across all services were necessary to enable the setting of a balanced budget whilst at the same time protecting a significant number of local jobs and the key Council services that they support.

The settlement also provided indicative settlements for the following 2 years, 2012/13 and 2013/14 at 0.2% and 1.3% respectively. Whilst these figures are better than WAG's own original planning assumptions, they remain the second and third lowest since the inception of the Council in 1996 and some way behind expectations for inflation and service demand. We also need to remain cautious given the last time WAG gave similar forward indications they were eventually woefully adrift of the actual figures that arose.

In this context, the Council's Medium Term Financial Strategy becomes increasingly more critical in ensuring that the best use is made of all available Council resources.

Finally, 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 who participated in the Council's Budget 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 continually improving services for the residents of the County Borough.

Steve Merritt CPFA
Corporate Services Group Director

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

COUNCIL REPORT 23rd February 2011

- THE COUNCIL'S 2011/12 REVENUE BUDGET STRATEGY

COUNCIL REPORT 30th MARCH 2011

- THE COUNCIL'S THREE YEAR CAPITAL PROGRAMME 2011 - 2014

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**MUNICIPAL YEAR 2010-2011****COUNCIL****23rd February 2011**

	AGENDA ITEM NO.6
THE COUNCIL'S 2011/2012 REVENUE BUDGET STRATEGY	

REPORT OF:**THE CABINET****AUTHOR: Steve Merritt – Group Director Corporate Services Tel. No. 01443 424026****1.0 PURPOSE OF THE REPORT**

The report provides information on the implications for the Council of the final local government settlement for 2011/2012. 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 2012.

2.0 RECOMMENDATIONS

It is recommended that Members:

- 2.1** Note the detail of the final 2011/2012 local government settlement, reproduced at Appendix 1;
- 2.2** Approve Tables 1a and 1b in Section 14 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;
- 2.3** Agree the Council Tax increase for the financial year ending the 31st March 2012 is 2.95%;
- 2.4** Agree the Council's overall budget for 2011/2012, in order to set the Council Tax for the forthcoming financial year by the statutory deadline of the 11th March 2011;

3.0 BACKGROUND

- 3.1 At the Council on the 29th September last year, the Chief Financial Officer presented the Audited Council's accounts, which reported General Fund Balances amounting to £10.470M.
- 3.2 Given the continuing financial pressures the Council is working under and the current quantum of our budget, it is the Chief Financial Officer's view that the Council should hold a minimum of £10M as its working balance. Whilst this already reflects the level we have held for some years, this minimum is set in the context of the need for the continued strong financial management that is felt to be essential to ensure that the Council maintains financial flexibility and stability going forward.
- 3.3 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.
- 3.4 The Wales Audit Office assessment is an accurate one and it is important that Members continue to take their fiduciary duty extremely seriously. The challenge, therefore, is to construct a prudent and fair revenue budget for the financial year ending the 31st March 2012. This must involve an approach which publicly demonstrates sound financial stewardship; which does not take unnecessary risks; which maximises income generation; and which delivers much needed service improvements, particularly in areas of relative under-performance and where there would be greatest benefit to those local people who suffer deprivation and disadvantage.
- 3.5 Members and officers are continually working towards achieving the goals contained in both the Community Strategy and the Improvement Plan, and these documents must be key drivers when determining the Council's 2011/2012 budget, and allocating resources.
- 3.6 Following the establishment of the overall financial position, the Cabinet, assisted by the senior management team was able to commence initial work on its budget strategy for 2011/2012. The broad objectives of next year's proposed strategy are to:
- (i) Retain the support of the Wales Audit Office for the approach the Council has adopted to securing strong financial management;
 - (ii) Continue with the delivery of our service improvement agenda albeit at a slower pace due to diminishing financial resources; and
 - (iii) Take a responsible attitude towards agreeing the level of the Council Tax.

4.0 THE 2011/2012 LOCAL GOVERNMENT SETTLEMENT

4.1 On the 2nd February 2011, the Minister for Social Justice and Local Government (Carl Sargeant AM) announced the final 2011/2012 local government settlement. The Minister's statement and the relevant key table is attached at Appendix 1.

4.2 The "headlines" of the final 2011/2012 settlement are as follows:-

- i. The overall decrease in Revenue Support Grant and Non-Domestic Rates funding for 2011/2012 (unhypothecated funding) at an all Wales level is -1.4% which is by far the worst outcome for local government in Wales since reorganisation in 1996.
- ii. The provisional settlement for Rhondda Cynon Taf, after the implementation of a "floor" arrangement shows a decrease of -1.7% which when set against the 2010/2011 increase of +2.5% means a change in resources available of approximately £15M, before any other factors, such as inflation and service demand are taken into account.
- iii. The provisional settlement also includes indicative figures for 2012/2013 at 0.25% and 2013/2014 at 1.3%. Whilst the figures are better than the WAG's original indications they are still the second and third lowest increases since 1996 and well below any expectations of inflation and service demand. In addition, we need to remember that some three years ago WAG gave similar forward indications and eventually these were woefully adrift of the actual figures that arose.
- iv. The Provisional Settlement, this year, includes the Outcome Agreement Grant outside of RSG. This amounts to £2.498M and will only be received if the Council meets its Outcome Agreement targets.
- v. At the time of writing this report we are still awaiting the detail of many specific grants this Council will receive from the estimated total of in excess of £700M across Wales. This is worrying as many of these grants support key services.
- vi. The Council's General Capital Funding allocation is reduced by 20% a fall of £3.450M.

5.0 THE FINANCIAL IMPLICATIONS OF THE 2011/2012 SETTLEMENT FOR RHONDDA CYNON TAF

- 5.1 The Final Settlement indicates that our 2011/2012 Revenue Support Grant (RSG) and National Non-Domestic Rates (NNDR) will total £344.190M. If the Council was to agree to an increase in Council Tax of just under 3%, then the Council, after adjusting for transfers in and out, will have a reduction in available resources of approximately £2.1M, next year.
- 5.2 In anticipation of the 2011/2012 local government settlement, the Council's service managers constructed our base budget requirement for next financial year. Those initial calculations provided for:-
- National wage awards and pension cost increases;
 - Non-pay (i.e. goods and services) inflation, including energy;
 - Corporate financing requirements and levies;
 - Full year effects of additional burdens imposed on the Council.
- 5.3 The aggregate outcome of Points 5.1 and 5.2 above, plus a Council Tax increase at just under 3%, would produce an initial gap between required and available resources of just over £14M.
- 5.4 For many years the settlements provided by WAG have been nowhere near adequate enough to cover the Council's funding requirements. If the total efficiency requirements over proceeding years are added together (back to 2005/2006 – the start of the 'Making the Connections' Requirements), this would equate to some £40M. All have been achieved to date without impacting adversely on frontline services. Targeted investment has been possible during this time and service improvement, evidenced within the quarterly and annual monitoring reports to Members, has been delivered. However, the worst ever settlement for 2011/2012 has created additional pressure on services and the delivery of continuing efficiencies will become more difficult particularly with respect to the desire not to affect service levels, and therefore impact upon county borough residents.

6.0 DEVELOPING AN EQUITABLE AND BALANCED BUDGET FOR 2011/2012

- 6.1 It will be not be easy for us develop an equitable and deliverable revenue budget strategy given the significant pressure upon many of our services and new pressures that have arisen. The context is one of a decrease in resources of -1.7%, a limited ability to increase our Council Tax, 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, delivers the improving public services we all want to see in Rhondda Cynon Taf.
- 6.2 All Members will be fully aware that there has been an expectation for some considerable time that this year's settlement would be the worst since reorganisation in 1996. To that end much work has taken place using WAG's planning figures which projected a -3% reduction in funding. The result of this work has been proposals to amend the Local Terms and Conditions of Council employees with a view to both helping to bridge the significant financial gap and also protecting jobs and services.**
- 6.3 I touched upon the Authority's overall financial position in Section 3 of the report. In my view, it is vital that the strategy adopted for 2011/2012, takes account of the importance of sound financial management, whilst targeting any available funding towards or not removing funds from our high priority, customer-focused public services.**
- 6.4 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; and
 - 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.
- 6.5 After setting aside appropriate sums for corporate financial requirements, Members can then fully assess the issues and opportunities for the budget as a whole.
- 6.6 The initial net budget position following on from the above is a "funding gap" of just over £14M which is some £8M greater than that in 2010/2011 and this projected "gap" has to be removed in order that a balanced budget can be set before Council in late February 2011. It is proposed that this exercise is dealt with in three parts - firstly setting the schools budget, secondly setting out the expected outcomes from the proposed changes to Local Terms and Conditions of employees and finally agreeing an efficiency expectation for non school budgets.
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7.0 THE INDIVIDUAL SCHOOLS BUDGET (ISB)

- 7.1 How the Council responds to the allocation of resources to be delegated to local Schools' budgets will, as always, be particularly important.
- 7.2 Members have always viewed our schools as being a key priority and have always ensured that they have been treated favourably in comparison with other Council services. The Council also has to give due regard to the protection afforded to Schools in the settlement which equates to a funding reduction limit of -0.33% as compared to the -1.7% given to the Council as a whole. I am sure Members would wish to continue to show their support for schools, therefore it is proposed that the schools budget will be flat lined, i.e. set at 0% for 2011/2012, which provides approximately £0.5M more than WAG's direction of – 0.33%. The net effect of this is that schools will contribute some £3.2M towards bridging the funding gap.
- 7.3 It will then be for schools' governing bodies to manage the service implications in the same way that Cabinet has to do with the rest of the Council budget, but in the knowledge that they have received funding at a level above the WAG's 2011/2012 local government settlement.

8.0 A NEW PAY AND GRADING STRUCTURE AND OTHER TERMS AND CONDITION CHANGES - FINANCIAL IMPACT

- 8.1 There are three parts to the changes proposed:
- The implementation of a new Pay and Grading Structure;
 - The payment of all overtime at plain time rates;
 - The payment of all car mileage rates based upon the HMRC rate of 40p per mile and the removal of the essential car user lump sum allowance.

The net impact of the above will be to deliver a budget saving of some £5.5M in 2011/2012.

9.0 THE NON SCHOOL BUDGETS EFFICIENCY REQUIREMENT

- 9.1 In order to bridge the funding gap detailed in point 6.6 the required efficiency in non schools budgets is £5.4M which is some £1.3M higher than that set for 2010/11. This level of efficiency will require a reduction in post numbers, although it is felt that this can hopefully be achieved by utilising staff turnover. The challenge, given the significant number of staff linked directly to the front line, will be delivering this level of efficiency without impacting on service standards for residents of Rhondda Cynon Taf.

10.0 BALANCING THE BUDGET

- 10.1 As stated in point 6.6 the initial “budget gap” is just over £14M. If Members agree with the proposals for schools and non schools efficiency savings and add to this the estimated savings from the terms and conditions changes the budget for 2011/2012 will be balanced. Whilst it is recognised that taking £14M from our budgets will not be easy the proposed way forward is one that protects a significant number of local jobs and the key Council services that they support. What is being severely hampered of course, is our ability to actually invest significantly in planned service improvements, generally.
- 10.2 However due to certain formula and data changes in the final settlement the Council received an additional £0.360M of revenue funding. It has been proposed by Cabinet, and included in the budget figures within this report, that this sum is used to support prudential borrowing to improve the areas worsening highways infrastructure. This figure will support a capital investment in the region of £5M.

11.0 MEDIUM TERM OUTLOOK

- 11.1 It is evident from current information available that the financial outlook for all areas of the public sector is bleak and I refer Members back to point 4.2 (iii) of this report. It will therefore be very important that we maintain our approach in constantly updating our Medium Term Financial Plan as we move through the next year or so.

12.0 SERVICE PRIORITIES

- 12.1 Even within this period of significantly reducing resources and hence financial pressure on all services this Council remains committed to its promise to continue to deliver better public services, stronger communities and social justice. Above all we want to make Rhondda Cynon Taf a healthier, wealthier place to live, work and learn.
- 12.2 We have therefore prioritised our available resources into the key areas listed below (Alphabetically):
- Activities and Enhanced Provision for Young People (including continued support of the E3 initiative)
 - Adult Social Services (including the response to ongoing demographic pressures)
 - Children’s Social Services (including Looked after Children Services)
 - Environmental Initiatives (maintaining support for the new Carbon Reduction Commitment initiative)
 - Roads (investment in our highways infrastructure)
 - Schools (prioritised through reduced efficiency expectations and providing more than WAG’s expectation)

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- Waste Management (Including continued roll out of food waste recycling)

13.0 THE 2011/2012 BUDGET CONSULTATION PROCESS

- 13.1 Our systematic, objective, and increasingly wide ranging approach to budget consultation was well received this year and was again conducted by our own staff, without the use of external consultants.
- 13.2 The consultation process for 2011/2012 was in two phases, allowing consultees an opportunity to first comment on the provisional 2011/2012 local government settlement, as it affects Rhondda Cynon Taf, prior to Cabinet considering its initial budget strategy.
- 13.3 After the Cabinet itself had reflected on the local government settlement, and taken into account the feedback from the first phase of the Council's consultation exercise, it formulated its **initial** 2011/2012 revenue budget strategy. That initial strategy was then released, immediately, to all the consultees, for further consideration.
- 13.4 In addition to external stakeholder, full consultation has taken place with the Council's Scrutiny Committees and the Schools' Budget Forum. The Council also again made use of the internet and intranet to gather both the Public's and its employees' views, this year. We also provided postal facilities and a dedicated e-mail address for those external consultees who were unable to attend scheduled meetings.**
- 13.5 A summary of the views expressed during the consultation exercise are included in Appendices 2 to 4. In reading the reports it is evident that there is significant support for actions proposed and the budget strategy itself.
- 13.6 Cabinet considered the results of the second phase of the consultation exercise, prior to it recommending this revenue budget strategy to the Council.

14.0 THE 2011/2012 MACRO REVENUE BUDGET

- 14.1 *In England the Government has set aside monies to support Councils there who may wish to set very low levels of Council Tax. In Wales the WAG say that they have included in the provisional settlement an amount of £32M that could allow Councils to freeze Council Tax. This is no more than an attempt by WAG to confuse the matter (“smoke and mirrors”) as it is evident that no additional resource is available.*
- 14.2 In arriving at a sensible strategy for 2011/2012, 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** hold the Council Tax increase for next year to just **2.95%**.
- 14.3 Table 1a below illustrates how the revenue resources available to the Council could be utilised, in order to restrict the Council's 2011/2012 Council Tax increase to 2.95%:

Table 1a: Suggested Resources in 2011/2012

	(£M)
2011/2012 Net Revenue Spending	427.920
LESS: Revenue Support Grant & NNDR Contribution	(344.190)
Sub total	83.730
LESS: Outcome Agreement Grant	(2.498)
To be met from Council Taxpayers	81.232

- 14.4 Table 1b below, shows the overall effect on services of applying the principles of the Cabinet's recommended 2011/2012 budget strategy.

Table 1b: Application of the 2011/2012 Outline Budget Strategy

BUDGET REQUIREMENTS	2010/2011	2011/2012	Increase / (Decrease)
	£M	£M	£M
<u>Corporate requirements</u>			
Capital financing	23.826	23.988	0.162
Levies	12.558	12.290	-0.268
Miscellaneous	24.238	22.178	-2.060
	60.622	58.456	-2.166
Individual Schools budget (ISB)			
Individual Schools Budget	137.074	138.101	1.027
<i>Other Council Services</i>			
<u>Community & Children's Services</u>	108.781	115.021	6.240
<u>Corporate Services & Chief Executive's Division</u>	29.749	29.397	-0.352
Education & Life Long Learning Services	32.709	32.234	-0.475
Environmental Services	61.034	61.130	0.096
Less – Job Evaluation and Terms and Conditions Changes (Excluding schools) *		-6.419	-6.419
Net Revenue Spending	429.969	427.920	-2.049

* Financial implication allocated to schools budgets but not yet allocated to non schools budgets.

- 14.5 **Next year, the opportunity for the Authority to further invest in its - services rests with our ability to maximise any specific grants and to generate maximum efficiency savings which can then be re-invested in innovative ways, rather than being able to apply additional, unhypothecated resources from the Welsh Assembly Government.**

15.0 COUNCIL TAX LEVELS

15.1 It was felt by Cabinet that passing on a disproportionate increase to Council Taxpayers to quickly to meet all the Councils aspirations, is not feasible, because of the (Council Tax) gearing effect. In Rhondda Cynon Taf, a 1% increase in the Council Tax would raise only an extra £0.75M for the Council. Put another way, a further 1% increase in our budget (£4.3M) would result in a Council tax increase of just under 6%. In any event, any excessive increase would, in all probability, result in intervention by the Minister for Social Justice and Local Government (Carl Sargeant AM).

15.2 The Cabinet Members are realistic and appreciate that their desire to quickly improve all our services is difficult and hence targeted investment is the only option. Nevertheless, service managers will be asked and supported to identify ways to ensure that progress is maintained across the board, even though a limit on resources makes it very difficult.

15.3 This proposed increase equates to just over **60 pence per week** for someone living in a **Band D** property, and **40p** for a person living in a **Band A** home. Just under 44% of properties in Rhondda Cynon Taf are Band A. In addition, if a resident is in receipt of Council Tax Benefit, they will not be affected by the rise.

16.0 SPECIFIC GRANTS

16.1 For next year, the Assembly is to provide over £700M in Specific Grants to Welsh Local Authorities.

16.2 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.

16.3 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".

16.4 The allocation of specific grants remains a key feature of the Assembly's annual local government settlements, albeit the WAG is committed to reduce such hypothecation.

17.0 EQUALITY IMPACT ASSESSMENT

17.1 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.

18.0 CONCLUSIONS

18.1 Whilst the Council's overall financial position remains sound, the level of General Reserves does not greatly exceed the minimum level of £10M bearing in mind that the Net Revenue budget is approximately £428M for 2011/12. The Council should, therefore, retain its focus on holding its level of Reserves at no less than £10M.

18.2 The Minister for Social Justice and Local Government (Carl Sargeant AM) announced the final 2011/2012 local government settlement on the 2nd February 2011 which detailed a 1.7% fall in revenue resources.

18.3 The Cabinet's proposals properly address the corporate financial requirements of the Council and, after allocating adequate resources to the Individual Schools Budget, the sum £231.363M would remain to fund all other services in 2011/2012. This resource can then be used to adequately fund pay increases and to support our key priorities.

18.4 As for many years, Service Groups must adopt a vigorous procurement strategy to offset the effects of price inflation on non-employee related budgets.

18.5 The Cabinet has recommended setting 2011/2012 revenue spending at a level that will result in a Council Tax increase of 2.95%, for the financial year ending the 31st March 2012.

18.6 It is evident that future settlements will as a minimum require further significant efficiency savings. The Council must, therefore, continue to drive forward its Medium Term Financial Strategy, which ensures that the best use is made of all available resources.

18.7 The Cabinet's proposed Budget Strategy is aimed at protecting local jobs and services as well as balancing competing spending pressures with limited investment in key service priorities, but without imposing an unreasonable increase in the taxes paid by local residents. The Cabinet's recommended approach clearly demonstrates sound financial management, a measured approach to a rise in Council Tax and the delivery of its promise to protect jobs and services. It should, therefore, be possible for all Members to fully support the proposed budget strategy for 2011/2012.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**MUNICIPAL YEAR 2010-2011****COMMITTEE:
COUNCIL****30th March 2011****Item No:****THE COUNCIL'S THREE
YEAR CAPITAL
PROGRAMME 2011/12 -
2013/14****REPORT OF THE CABINET****AUTHOR : STEVE MERRITT, GROUP DIRECTOR CORPORATE SERVICES
(01443) 424088****1.0 PURPOSE OF REPORT**

- 1.1 This report sets out the Council's proposed Capital Programme for 2011/12 to 2013/14, following the local government settlement for 2011/12.

2.0 RECOMMENDATIONS

It is recommended that Members:

- 2.1 **Note the detail of the final 2011/12 local government settlement for capital expenditure, reproduced at Appendix 1;**
- 2.2 **Agree the proposed 'core' three year programme detailed at Appendix 2;**
- 2.3 Agree the three-year Capital Programme, detailed at Appendix 3.

3.0 BACKGROUND

- 3.1 Members will be aware that each year the Council is allocated a sum of unhypothocated "Supported" borrowing and General Capital Grant from the Welsh Assembly Government (WAG). Details of the allocation for 2011/12 are shown at Appendix 1, for 2011/12 there is a decrease of £3.450M, a 20% reduction, in available resources compared to 2010/11.
- 3.2 This amount, together with estimated Capital Receipts and the utilisation of Capital Reserves represents the Council's 'Core' capital funding.

4.0 ROLLING ON THE EXISTING 'CORE' THREE YEAR PROGRAMME

- 4.1 The existing programme for 2011/12 and 2012/13 proposed the use of £19.754M of 'Core' funds. The 'Core' three year programme, now rolled on into 2013/14, continues to be funded from WAG support, Capital Receipts and Capital Reserves, and it is proposed to be set at £19.684M for the three years.
- 4.2 The Local Government settlement did not give any indication of future year capital settlements, albeit there have been indications of ongoing reductions in capital funding going forward. It is not clear however, if any such future reductions would be made to core or specific grant allocations and neither is the scale of any further reduction known. With this uncertainty in mind, we need to be prepared to react to a potential downsizing of our spend in years two and three of the programme.
- 4.3 Notwithstanding the reduced level of WAG support (-£3.450M) however, it has been possible to propose to maintain our programme at its existing level for next year, albeit to maintain at this level for the next 3 years will result in a potential shortfall in resources of £3M. At this stage and given the uncertainties, it is proposed that the existing programme is maintained with the requirement for us to firmly review and challenge any commitments made into years two and three, to robustly monitor capital receipt projections and to position ourselves to respond as greater certainty emerges.
- 4.4 Detailed at Appendix 2 is the Council's proposed 'Core' Three Year Capital Programme allocation for the period 2011/12 to 2013/14.
- 4.5 Members will note from Appendix 2 that the Core Programme relies on anticipated Capital Receipts and the use of Capital Reserves. Whilst this remains a prudent and realistic level of potential receipts receivable, the current economic climate is having the effect of delaying a number of receipts from being realised.
- 4.6 A review of the 2012/13 and 2013/14 programme shows that currently, of the projected core spend of approximately £40M, under £2M is currently contractually committed to be spent in each year. It will, therefore, be necessary to monitor closely commitments into both years as we progress through the next financial year with an eye firmly upon the emerging position with regards to receipts being realised and support from WAG. The position will be detailed in the regular quarterly performance reports presented to Members.
- 4.7 Data and formula changes in the final revenue settlement has allowed the Council to take the opportunity to fund an investment (prudential borrowing) of £5m in the worsening highways infrastructure across the area.
- 4.8 Where appropriate further opportunities will be brought before Members to utilise the Prudential Code to take forward the Council's

key priorities. As previously stated, this option will continue to be used only where a sound business case exists.

- 4.9 In addition to 'Core' funds, the Council receives a significant amount of "specific grant". There are also certain items that were previously charged directly to the revenue budget which under new accounting rules are now shown in the Capital Programme (e.g. PC's, software etc.), whilst still being funded from revenue.

5.0 THE THREE YEAR CAPITAL PROGRAMME 2011/12 – 2013/14

- 5.1 The details of the 3 year proposed programme for each service group is provided below.

CORPORATE SERVICES GROUP AND CHIEF EXECUTIVES DIVISION

- 5.2 The latest Council Performance Report (Quarter 3, as at the 31st December 2010) projects a full year capital spend of £14.539M for Corporate Services and the Chief Executive's Division (including Corporate Initiatives) in 2010/11.
- 5.3 The total resources for 2011/12, as outlined in the current three-year Capital Programme is £16.208M (of which £1.958M relates to Corporate Services, £1.786M to Corporate Initiatives and £12.464M to Chief Executive's).

DEVELOPMENT & REGENERATION

- 5.4 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 support one of the Council's priority areas for improvement, Regeneration of our Communities. The on-going investment in this area includes a range of funding streams for local businesses and partners to access, with the aim of targeting resources to improve the standard of premises (internal and external) and support the design and delivery of projects.
- 5.5 The Council has been successful in securing Convergence Funding to help regenerate Aberdare and Pontypridd Town Centres and provide grant support to social enterprises. In particular;
- Aberdare Town Centre - the estimated project costs are £7.344M and the Local Authority has secured external funding from Convergence grant (£1.000M), Heritage Lottery Funding grant (£0.700M), CADW (£0.060M), Targeted Match Funding grant (£1.451M) and Heads of the Valley (£2.545M). The remainder of the costs, £1.588M, will be funded by the Council and private sector contributions. £42k of the funding will be incurred in 2014/15, which falls outside the 3 year capital programme;

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- Pontypridd Town Centre - the estimated project costs are £9.838M and the Council has secured £3.193M Convergence grant and £4.791M Targeted Match Funding grant. The remainder of the costs, £1.854M, will be funded from the Local Authority and private sector contributions. £331k of the funding will be incurred in 2014/15, which falls outside the 3 year capital programme.

5.6 The Council has also been successful in securing a continuation of Neighbourhood Renewal Area funding of £1.325M in 2011/12 to sustain housing renewal activities in designated areas, this is a fall of some £0.575M 30% from the 2010/2011 figure. Whilst it is expected that there will be further reductions in years two and three as yet we have no detail on this.

HEALTH & SAFETY RELATED

5.7 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 as well as Disabled Access Initiatives (to support access improvements to Council buildings).

EDUCATION AND LIFELONG LEARNING DIRECTORATE

5.8 The latest Council Performance Report (quarter 3, as at the 31st December 2010) projects full year capital spend of £17.839M for Education and Lifelong Learning in 2010/11.

5.9 The total resources available to Education and Lifelong Learning for 2011/12, as outlined in the current three-year Capital Programme is £14.248M.

SCHOOLS

5.10 Members will be aware that in 2010/11 the Authority received WAG Tranche 2 Transition Funding to undertake the following works over the two year period 2010/11–2011/12:-

- **New Community Primary School in Penrhiwfer** – contribution towards a new school
- **Penywaun Primary** – contribution towards an extension

Both schemes will be completed during 2011/12, in readiness for the new academic year commencing September 2011.

5.11 Following submission of Tranche 3 Transition Funding bids in May 2010, an 'in principle' approval of £8.077M was received from WAG to part fund a new Community Primary in the Abercynon area. The offer of funding is conditional on the successful completion of statutory

proposals for school organisation, which are currently being undertaken.

- 5.12 Members will be aware that on 15th December 2008 Cabinet agreed to the introduction of a School Modernisation Strategy. The Education and Lifelong Learning capital programme has subsequently been reviewed to ensure existing commitments are met and to release resources to support the School Modernisation Strategy.

PLANNED MINOR CAPITAL WORKS

- 5.13 The planned capital minor works programme allocation for 2011/12 is £6.278M this includes £6.047M of core capital funding and £0.231M of revenue funding. The allocation includes an on-going rolling programme for kitchen refurbishments/remodelling, window & door replacements, essential works, electrical rewiring, fire alarm upgrades, toilet refurbishments, DDA compliance works, boiler replacement, roof renewal, structural works, asbestos remediation works and IT hardware/software & licences.
- 5.14 Cabinet will receive a supplementary report detailing proposals of works for consideration within the above mentioned programme.

ENVIRONMENTAL SERVICES

- 5.15 The latest Council Performance Report (Quarter 3, as at the 31st December 2010) projects full year capital spend of £45.752M for Environmental Services in 2010/11.
- 5.16 The total resources available to Environmental Services for 2011/12, as outlined in the current three year Capital Programme is £15.158M.
- 5.17 The Group has a very wide range of responsibilities with opportunities to secure a variety of grant funding in addition to its annual allocation of "Core" funding.
- 5.18 A separate report on proposed schemes for Highways, Transportation & Strategic Projects will be presented to Members shortly.

ROADS

- 5.19 The 2011/12 Local Roads Maintenance Grant is yet to be approved.
- 5.20 In addition to 'Core funds' the Council is investing £5M of unsupported borrowing in the Highways Improvements programme. This is being funded through additional resources in the 2011/12 RSG settlement.

TRANSPORT GRANT SCHEMES

- 5.21 The Transport Grant has not yet been approved.

SEWTA SCHEMES

- 5.22 Approvals are expected during March 2011 in respect of the Regional Transport Plan. Bids of £1.608M have been submitted to SEWTA, the nature of the works within the delivery plan include Walking & Cycling, Bus Priorities, Preparatory Works Grants, Corporate Studies and Small Schemes. Although SEWTA funding has yet to be agreed, the Convergence and Big Lottery funded elements of the Connect 2 Treforest scheme have been confirmed.

TRAFFIC SAFETY SCHEMES

- 5.23 This now forms part of the SEWTA Programme Management. A bid of £0.499M has been submitted to the Project Board.

DRAINAGE IMPROVEMENTS

- 5.24 The major Drainage schemes for 2011/12 are the on-going works at Rhydyfelin flood alleviation & Sycamore Street, Rhydyfelin.**

LAND RECLAMATION SCHEMES

- 5.25 Confirmation remains outstanding from The Wales Assembly Government on the Land Reclamation scheme bids.

LEISURE CENTRES

- 5.26 "Core" funding of £100k has been identified in the 3 year programme for essential works at Leisure Centres.

PARKS & COUNTRYSIDE

- 5.27 The rolling programme of £110k continues for Parks Improvements. Also included in the programme is the £50k Play Areas allocation.

COMMUNITY SAFETY**Community Safety Initiatives Programme**

- 5.28 This category contains projects aimed at improving safety within our estates e.g. CCTV, Traffic Calming, Removal of Asbestos etc.

Alleygating

- 5.29 The continuation of funding for the Alleygating scheme approved in 2008/09 is reflected in the Capital Programme with a £0.130M allocation in 2011/12 and an allocation of £0.050M each subsequent year until 2013/14.

COMMUNITY AND CHILDREN'S SERVICES

- 5.30 The latest Council Performance Report (Quarter 3, as at the 31st December 2010) projects full year capital spend of £10.593M for Community and Children's Services in 2010/11.

- 5.31 The total resources available to Community Services for 2011/12, as outlined in the current three year Capital Programme is £9.643M.

Modernisation Programme (Adults & Children's)

- 5.32 The budget of £0.875M in 2011/12 and £0.390M in years 2012/13 & 2013/14 for Adults & Children's Services will continue to fund the essential refurbishment and improvement works to the Council's Adult & Children's Services establishments, in line with care standards and health & safety legislation.

Asbestos

- 5.33 The three year programme includes a budget of £0.060M per annum for Asbestos removal. This allocation aims to ensure that sufficient funding is in place to carry out the removal of asbestos within the Council's Adult & Children's Services establishments, when it is identified during essential refurbishment and improvement works which are carried out within the Group's modernisation programme.

Telecare (including Carelink)

- 5.34 The three year programme identifies a budget of £0.200M per annum for Telecare Services (including £0.050M for Carelink). The allocation aims to ensure that the Council continues to meet expected demand for services over the term of the programme and reflects the Council's priority to help people to live independently, safely and securely in their own homes.

PRIVATE SECTOR HOUSING

- 5.35 The proposed private sector housing programme reflects previously agreed strategic investment priorities.

Disabled Facilities Grants (DFG's)

- 5.36 Disabled facility grants remain the only mandatory grant in the Private Housing Sector for which the Council has a legal duty to administer and allocate. This budget also includes works of adaptation for disabled residents living in their own homes and reflects the Council's desire to deliver services by reference to service users' needs rather than operational convenience.

Maintenance Repair Assistance Grant (MRA's)

- 5.37 The Council has previously targeted grant aid to the elderly and it considers the provision of Maintenance Repair Assistance Grants to be a key element of the Council's community care strategies. The funding is based on the needs of elderly and disabled customers as well as those on income support.

Renovation Grants Exceptional Circumstances

- 5.38 This budget is needed to assist home owners where their property is deemed a danger to the health, safety and welfare of the occupant or the public.

Community Regeneration

- 5.39 This budget offers grant assistance in line with existing policies. This includes grants to bring empty properties back into use, grant to provide/repair flats above shops in our communal areas and support a number of initiatives underpinning the affordable warmth and energy efficiency agenda. It also supports a number of Corporate / Community Plan initiatives and underpins a number of commitments identified within the Local Housing Strategy Operational Plan.

6.0 CONCLUSIONS

- 6.1 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 many of the Council's improvement priorities.
- 6.2 This report sets out the capital investment priorities for the Council through to March 2014. It represents an ambitious and significant level of investment (£114M) over the next 3 years.
- 6.3 The programme includes some element of slippage but this is likely to be subject to changes when the 2010/11 accounts are finalised. Any

changes to slippage will be reported to Members in the next quarterly performance report.

- 6.4 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 2011/12.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

AUTHORITY PROFILE

RHONDDA CYNON TAF CBC - A PROFILE

Rhondda Cynon Taf CBC was formed in 1996 from the three districts of the former Mid Glamorgan County Council, and is the second largest unitary authority in Wales in population terms (second only to Cardiff), with a total of 231,946 living in the area. The County Borough Council occupies an area of 42,000 hectares 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 five directorates in the Council's current structure:

Education and Lifelong - Learning	Providing School and Community Learning Services, Libraries, Heritage & Museums, Welsh Language Services, Planning & Resources, PFI and Catering Services.
Community and Children's - Services	Providing Community Care Services, Community Housing Services, Health and Social Care, Children's Services and the Communities 1 st Programme.
Environmental Services -	Providing Highways, Transport and Strategic Projects Services, Public Health & Protection Services (incl Community Safety), Streetcare Services, Leisure and Cultural Services
Corporate Services -	Providing the front line services of customer care and housing benefit and council tax administration together with key support services such as Finance, ICT, Corporate Estates Management, Procurement and Legal Services (including support to elected Members of the Council).
Chief Executive's Division -	Providing the Authority wide functions of Human Resources, Strategy & Public Relations and Regeneration & Planning Services.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

ESTIMATES

2011/12

ESTIMATES
2011/12
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

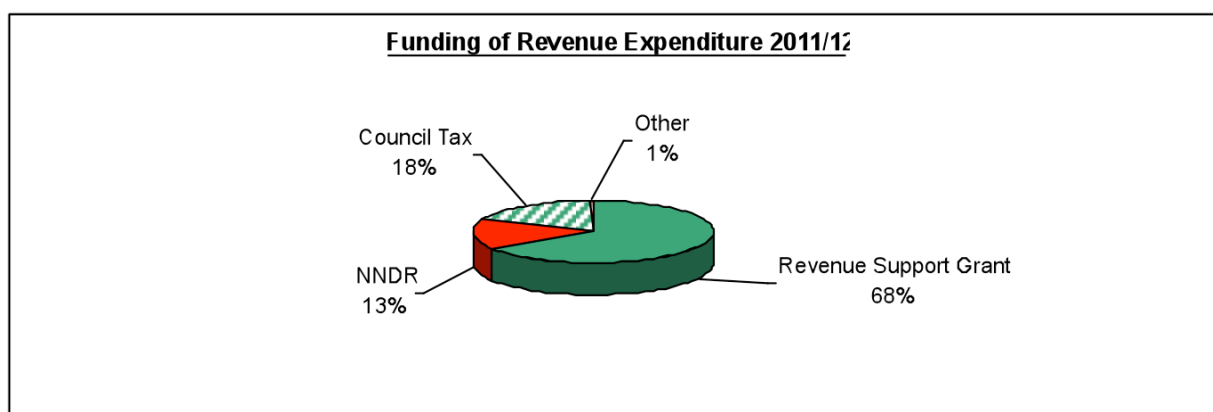
The final local government settlement figures for 2011/12, after adjusting for transfers of expenditure responsibilities, saw a reduction in funding from WAG of 1.7%. With a Council Tax increase of 2.95%, the Council's Net Revenue Budget for 2011/12 was set at £427.920M.

The total amount to be collected from Council Tax payers to support the Council's expenditure is £81.232M.

The 2011/12 Budget Requirement

	Budget £M
2011/2012 Net Revenue Spending	427.920
LESS Revenue Support Grant & National Non Domestic Rate Contribution	(344.190)
Sub total	83.730
LESS Outcome Agreement Grant	(2.498)
To be met from Council Taxpayers	81.232

This is further illustrated in the chart below.



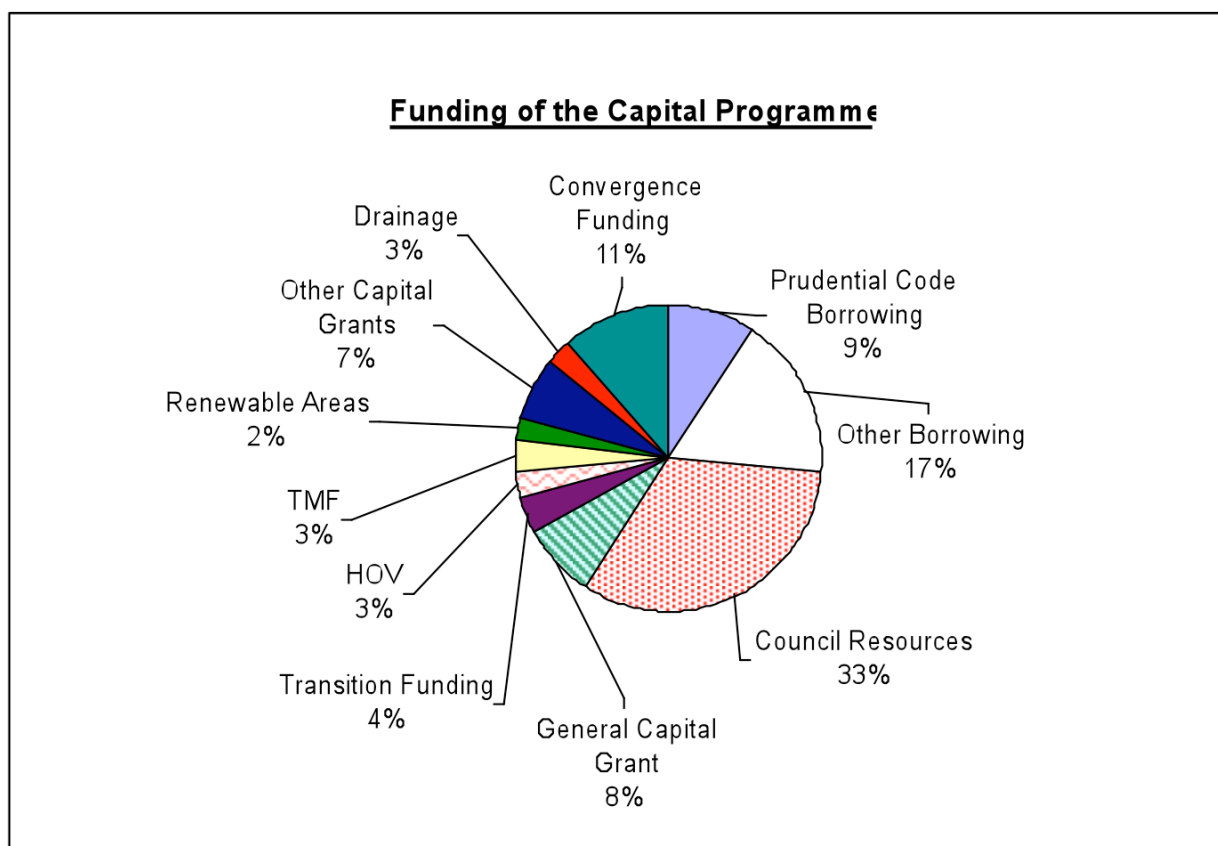
Further details on the Authority Wide Budget can be found on the following pages.

Capital Expenditure

The funding of the Capital Programme for 2011/12 is detailed in the table below.

	£M
Prudential Code Borrowing	5.000
Other Borrowing	9.559
Council Resources	18.182
General Capital Grant	4.297
Transition Funding	2.144
HOV	1.495
TMF	1.808
Renewal Areas	1.325
Other Capital Grants/Contributions	3.659
Drainage Imp	1.424
Convergence Funding	6.364
2011/12 Capital Programme	55.257

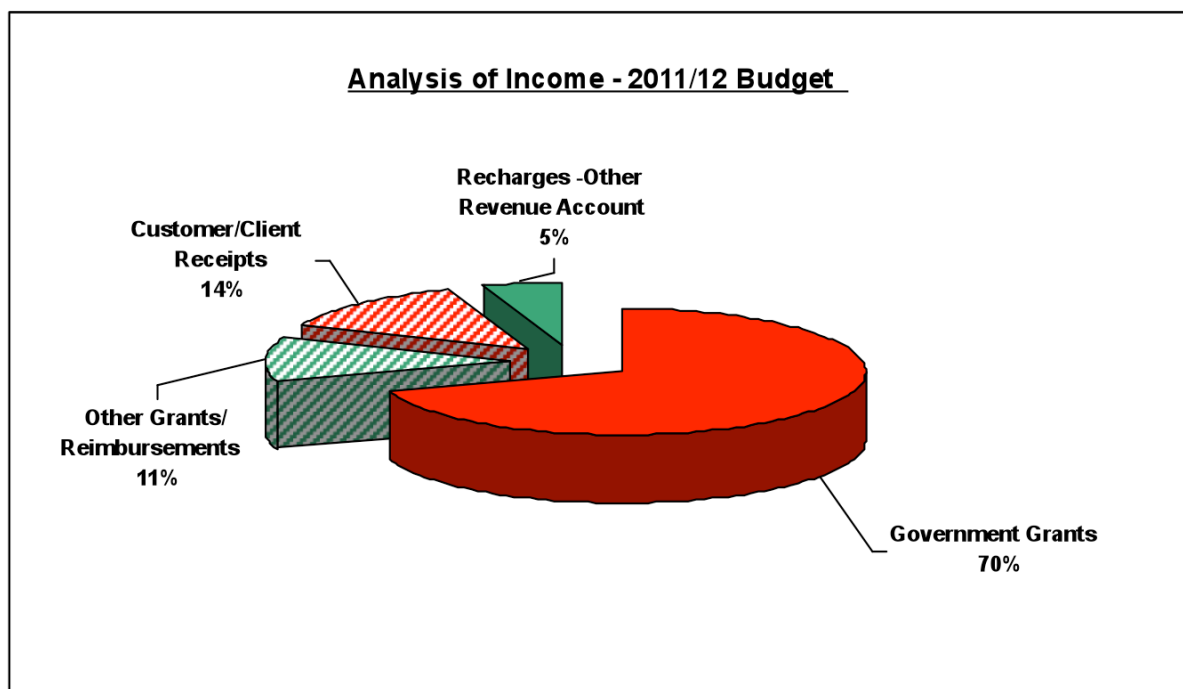
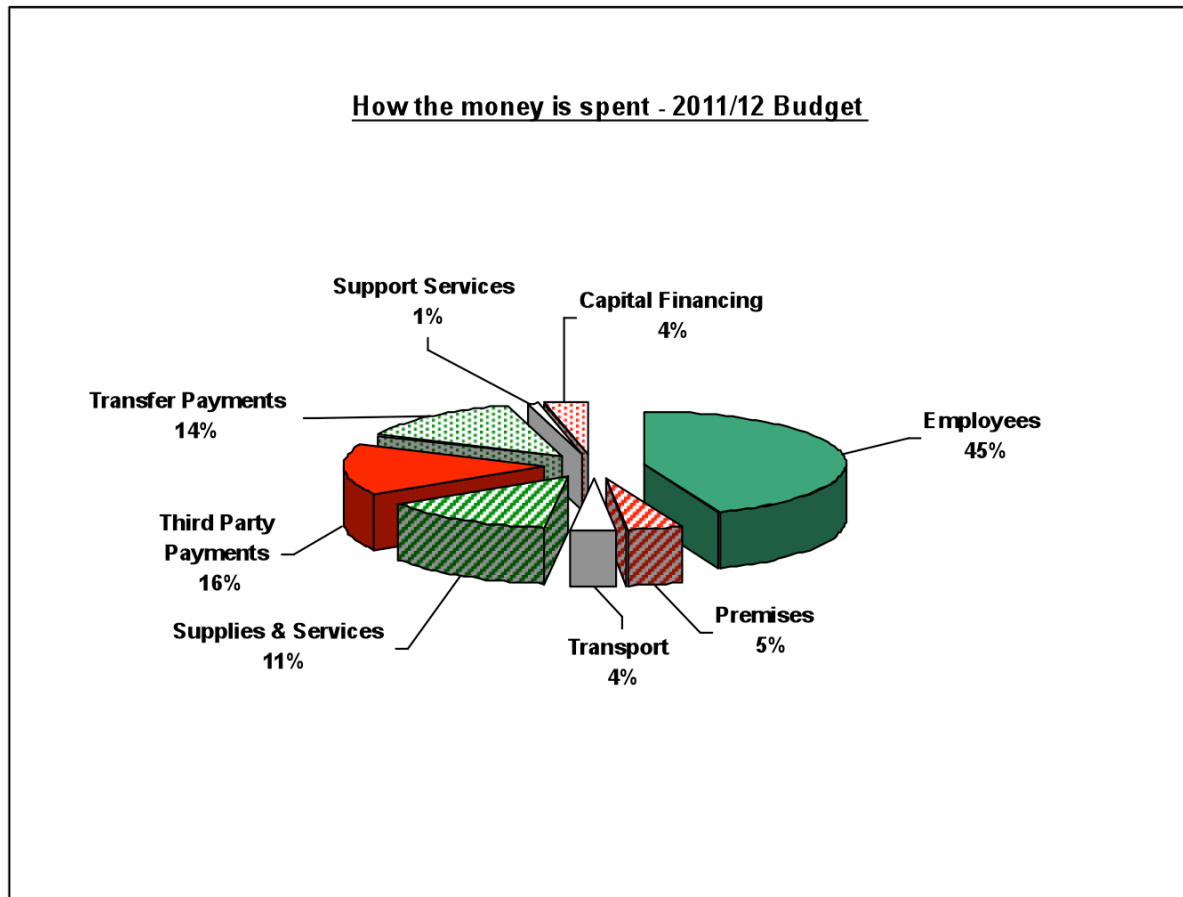
This is further illustrated in the chart below.



A summary of the 3 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 2011/12 amounts to £427.920M. Gross expenditure is estimated at £646.496M and this is analysed by expenditure type in the chart below.



GENERAL FUND REVENUE : TYPE OF SPEND

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
120.833	Burnham	118.375
41.742	NJC Manual Workers	41.245
0.042	JNC B & CE	0.047
0.694	JNC Blind Workshops	1.024
0.462	JNC Engineering Craftsmen	0.463
118.074	NJC APT&C	118.559
1.736	Soulbury	1.519
5.028	JNC Chief Officers	4.855
1.460	JNC Youth Leaders	1.420
8.313	Other	7.189
298.384		294.696
	<u>Premises</u>	
7.923	Repairs and Maintenance	8.360
0.638	Maintenance of Grounds	0.638
7.593	Energy	7.215
2.767	Rents	2.117
5.778	Local Tax	5.652
0.616	Water	0.752
5.153	Cleaning/Domestic	4.983
0.016	Insurance	0.054
0.175	Other	0.174
30.659		29.945
	<u>Transport</u>	
7.136	Direct Transport	6.836
12.816	Contract Hire	13.340
0.311	Public Transport	0.499
3.620	Car Allowances	2.416
0.155	Other	0.201
24.038		23.292
	<u>Supplies & Services</u>	
15.169	Equipment, Materials & Furniture	18.170
4.671	Communications & Computing	4.623
4.181	Provisions	3.824
1.569	Printing & Stationery	1.508
0.850	Advertising	0.843
1.468	Members Expenses	1.459
2.947	Grants & Subscriptions	4.687
30.432	Services	21.834
11.378	Miscellaneous	12.076
0.082	Financing Charges	0.000
0.530	Other	0.515
73.277		69.539
	<u>Third Party</u>	
7.940	Rendered by Other Local Authorities	8.206
32.684	Rendered by Voluntary Organisations	32.957
35.145	Rendered by Private Contract	39.068
2.071	Supporting People	2.071
9.449	Foster Care	10.784
8.536	Transport	8.659
0.107	Structural	0.137
0.284	Cyclic	0.302
0.400	Safety Aids	0.396
0.062	Winter Maintenance	0.050
2.011	Street Lighting	2.186

2010/11 Budget		2011/12 Budget
0.020	Highway Drainage	0.016
0.064	Other	0.099
98.773		104.931
	<u>Transfer Payments</u>	
3.026	School Children/Students	2.917
86.586	Housing Benefits	91.336
89.612		94.253
	<u>Support Services</u>	
5.525	Recharges	5.580
5.603		5.580
	<u>Capital Financing</u>	
0.010	Other	0.270
23.826	Capital Charges	23.990
23.836		24.260
644.104	Total Expenditure	646.496
	<u>Income</u>	
-149.780	Government Grants	-153.516
-23.537	Other Grants/Reimbursements	-24.355
-29.302	Customer/Client Receipts	-29.690
-0.100	Interest	-0.080
-11.416	Rechgs – Other revenue account	-10.935
-214.135	Total Income	-218.576
429.969	NET REVENUE BUDGET 2011/2012	427.920

Note

Prior year (2010/2011) figures are provided for information. The effect of certain accounting changes and changes in function responsibility has distorted comparisons between years.

GENERAL FUND REVENUE : SERVICES PROVIDED

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Community & Children's Services</u>	
65.093	Adult Services	66.377
31.577	Children's Services	35.375
11.167	Commissioning, Housing & Business Systems	12.473
107.837		114.225
	<u>Education & Lifelong Learning</u>	
15.957	School Effectiveness & Inclusion	14.553
16.800	Resources & Community Learning	17.739
137.074	Delegated Schools	138.076
169.831		170.368
	<u>Environmental Services</u>	
16.446	Highways, Transportation & Strategic Projects	16.726
6.069	Public Health & Protection	5.862
22.690	Streetcare	22.078
14.262	Leisure & Culture	13.528
2.470	Group Directorate	3.304
61.937		61.498
	<u>Chief Executive's Division</u>	
3.866	Human Resources	3.667
1.829	Chief Executive	1.828
3.057	Regeneration & Planning	3.121
8.752		8.616
	<u>Corporate Services</u>	
6.644	Finance	6.810
4.061	ICT	3.866
3.941	Legal & Democratic Services	3.886
3.169	Corporate Estates Management	2.970
0.160	Group Management	0.160
0.656	Procurement	0.639
2.444	Customer Care	2.569
21.075		20.900
	To be allocated:	
-0.162	Recharges Outside of General Fund	-0.162
5.000	General Fund Insurance	5.000
374.270	Total Group Budgets	380.445
	<u>Corporate Budgets</u>	
23.826	Capital Financing	23.988
12.558	Levies	12.290
18.935	Miscellaneous	10.817
0.380	NNDR Relief	0.380
55.699	Total Corporate Budgets	47.475
429.969	TOTAL REVENUE BUDGET 2011/2012	427.920

THREE YEAR SUMMARY CAPITAL PROGRAMME

GROUP	TOTAL COST OF SCHEMES (incl historic spend) £M	BUDGET		
		2011/12	2012/13	2013/14
		£M	£M	£M
Community & Children's Services				
General Programme	13.112	1.135	0.650	0.650
Private Sector Housing	119.908	8.508	8.508	8.508
	133.020	9.643	9.158	9.158
Education & Lifelong Learning				
Schools	20.499	7.854	1.519	0.146
Supplementary Capital Programme	39.562	6.278	4.200	5.300
Other	0.754	0.116	0.000	0.000
	60.815	14.248	5.719	5.446
Environmental Services				
Highways, Transportation and Strategic Projects	27.567	12.661	2.451	1.810
Leisure & Culture	11.903	0.736	0.260	0.260
Public Health & Protection	2.451	0.474	0.285	0.285
Streetcare	28.627	1.042	2.750	2.750
Group Directorate	2.714	0.245	0.245	0.245
	73.262	15.158	5.991	5.350
Chief Executive's Division				
Development and Regeneration	55.636	12.464	9.574	3.564
	55.636	12.464	9.574	3.564
Corporate Services				
Corporate Estates	6.000	0.750	0.350	0.350
CICT Services	6.550	0.500	0.500	0.500
Finance Services	1.341	0.155	0.163	0.155
Customer Services & E-Government	1.641	0.553	0.483	0.000
	15.532	1.958	1.496	1.005
Corporate Budgets				
Corporate Initiatives	12.789	1.786	1.213	1.200
	12.789	1.786	1.213	1.200
TOTAL CAPITAL BUDGET	351.054	55.257	33.151	25.723

- **The 2011/2012 estimates include estimated slippage from 2010/2011 and additional grant aided schemes that were known when the 3 year programme was agreed.**

The Welsh Government is the devolved Government for Wales. Throughout this document, the devolved administration is referred to as Welsh Assembly Government as was the appropriate title at the time the 2011/12 Budget was set.

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:

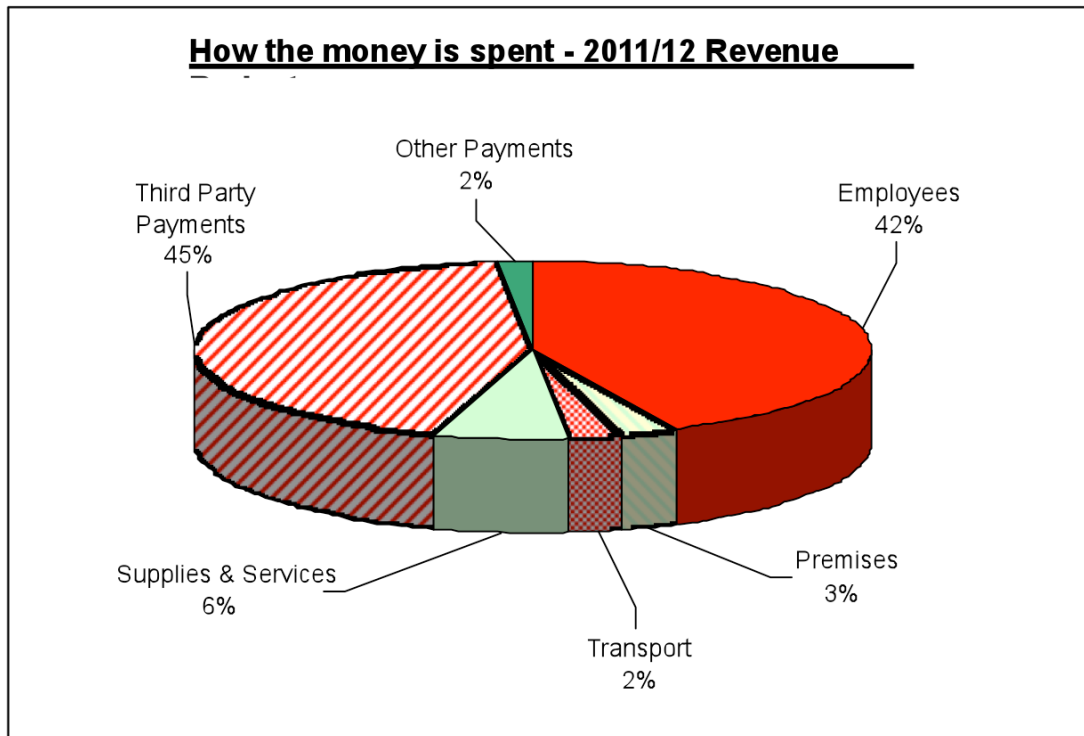
- Adult Care Services
- Children's Services
- Private Sector Housing

A summary of the total resources available for the Community Services Group in 2011/12 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	9.643	0.000	9.643
General Fund Revenue	170.793	56.568	114.225
Total	180.436	56.568	123.868

COMMUNITY & CHILDREN'S SERVICES REVENUE EXPENDITURE

The Net Revenue Budget for the Community & Children's Services Group for 2011/12 amounts to £114.225M, Gross expenditure is estimated at £170.793M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £56.568M reduces net expenditure to £114.225M. A detailed analysis of how this money will be spent can be found on the subsequent pages within this section.

Specific Revenue Grants 2011/12

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 Assembly Government	ASD Strategic Action Plan	0.040
	Supporting People Grant	7.165
	Mental Handicap Strategy	3.332
	Social Care Workforce Development Programme (SCWDP)	0.654
	School Based Counselling	0.354
	RAISE (LAC)	0.094
	Fframwaith Partnership (Cymorth Fund)	3.501
	Flying Start	3.548
	Foundation Phase	0.270
	HB Subsidy B & B Scheme	0.048
	Language & Play Grant	0.105
	Mental Capacity Act Deprivation of Liberty Safeguards Grant	0.039
	Local Authority Funding to Implement the Mental Health Act 2007	0.021
	Integrated Family Support Service Grant	0.600
	Strengthening Families Programme	0.066
	Communities First Grant	6.011
	Reach the Heights – First Footholds	0.038
ESF	Genesis (ESF)	0.701
Youth Justice Board	Youth Justice Provision	0.655
Employment Service	Subsidisation of Employment of Disabled Workers in Sheltered Workshops	0.422
Big Lottery Fund	Developing Home School Links	0.042
	People & Places – Young Adult Carers Service Development	0.024
Macmillan Cancer	Macmillan Welfare Benefits Adviser	0.035

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

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
19.682	NJC Manual Workers	19.538
0.042	JNC B & CE	0.047
0.694	JNC Blind Workshops	1.024
46.896	NJC APT&C	48.677
1.070	JNC Chief Officers	1.066
2.427	Other	2.066
70.811		72.418
	<u>Premises</u>	
0.649	Repairs and Maintenance	0.649
1.278	Energy	1.419
0.885	Rents	0.918
0.705	Local Tax	0.699
0.187	Water	0.188
1.119	Cleaning/Domestic	1.223
0.010	Other	0.009
4.833		5.105
	<u>Transport</u>	
1.316	Contract Hire	1.433
2.409	Car Allowances	1.627
0.155	Other	0.201
3.880		3.261
	<u>Supplies & Services</u>	
3.580	Equipment, Materials & Furniture	3.561
0.715	Communications and Computing	0.710
0.930	Provisions	0.945
0.373	Printing and Stationery	0.357
0.687	Grants & Subscriptions	0.636
1.540	Services	1.669
2.323	Miscellaneous	2.264
0.274	Other	0.268
10.422		10.410
	<u>Third Party</u>	
6.324	Rendered by Other Local Authorities	6.393
18.444	Rendered by Voluntary Organisations	18.505
35.130	Rendered by Private Contract	39.053
9.449	Foster Care	10.784
2.071	Supporting People	2.071
71.418		76.806
	<u>Transfer Payments</u>	
2.314	School Children	2.318
2.314		2.318
	<u>Support Services</u>	
0.489	Recharges	0.475
0.489		0.475
164.167	Total Expenditure	170.793
	<u>Income</u>	
-28.830	Government Grants	-27.857
-20.304	Other Grants/Reimbursements	-21.101
-5.621	Customer/Client Receipts	-6.103
-1.575	Rechgs – Other revenue account	-1.507
-56.330	Total Income	-56.568
107.837	NET COMMUNITY & CHILDREN'S SERVICES BUDGET	114.225

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

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Adult Services</u>	
41.208	Elderly & Physically Disabled Services	41.307
15.633	Learning Disability Services	16.356
8.252	Mental Health Services	8.714
65.093		66.377
	<u>Children's Services</u>	
16.290	Looked After Children Services	19.538
1.299	Youth Offending Service	1.261
6.130	Assessment & Care Planning	6.513
0.581	Safeguarding & Standards	0.622
2.368	Early Intervention & Prevention	2.317
3.480	Disabled Children Services	3.628
1.092	Community & Family Support Services	1.141
0.337	Children's Services Management	0.355
31.577		35.375
	<u>Commissioning, Housing & Business Systems</u>	
1.173	Private Housing	1.114
-0.506	Vision Products	0.106
0.000	Communities 1st	0.077
0.691	Quality & Support Management	0.842
1.191	Property Services	1.166
1.000	Social Care Training & Development	0.934
1.377	Social Care – Customer Relations	1.403
0.441	Social Care – Information Systems	0.691
5.203	Social Care – Performance, Review & Improvement	5.249
0.170	Fframwaith – (Grant funded)	0.424
0.427	Service Strategy & Regulation	0.467
0.000	Services to Asylum Seekers	0.000
11.167		12.473
107.837	TOTAL COMMUNITY & CHILDREN'S SERVICES BUDGET	114.225

Adult Services

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

- **Elderly People/ People with a Physical or Sensory Disability**

Services to these clients are provided through a broad range of services including residential care, day care, domiciliary care and social work. The main emphasis is placed upon supporting clients in their own homes. The Council provides residential accommodation in its own homes, other local authority homes, or in homes provided by the voluntary sector or private organisations. The legislation gives wide discretionary powers to support people in their own homes and communities.

These provisions include:

- Assessment Care Management Services including Occupational Therapists
- Home Care Service
- Day Centres
- Community Day Centres
- Aids and Home Adaptations

The Division has broad powers to provide facilities for social rehabilitation, recreation and support for people with a physical disability. This will include any residential or day care specifically provided for the client group or any assistance to voluntary organisations providing the same.

- **People with Learning Disabilities**

Services are also provided through the broad range of methods such as residential and day care etc as identified above. Once again the main emphasis is placed upon the need to support individuals in their own homes or in homely settings in the community. Residential care for people with learning disabilities is normally provided for those people who are unable to live with their own family. The type of service provided and the length of stay depends on individual circumstances.

- **People with Mental Health Needs**

Services are provided both through the Authority, other local authorities, the private sector and voluntary organisations. They incorporate a mixture of group homes, residential nursing, day care and rehabilitation of clients within the community. In addition, services relating to alcohol or solvent abuse are included here on the basis that there is generally an underlying mental health problem which causes the behaviour.

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

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
19.561	NJC Manual Workers	19.386
0.042	JNC B & CE	0.047
18.451	NJC APT&C	18.799
0.127	JNC Chief Officers	0.126
0.752	Other	0.476
38.933		38.834
	<u>Premises</u>	
0.028	Repairs and Maintenance	0.027
0.796	Energy	0.887
0.309	Rents	0.285
0.138	Local Tax	0.134
0.135	Water	0.134
0.360	Cleaning/Domestic	0.359
0.002	Other	0.002
1.768		1.828
	<u>Transport</u>	
0.854	Contract Hire	0.867
1.110	Car Allowances	0.678
0.041	Other	0.043
2.005		1.588
	<u>Supplies & Services</u>	
1.587	Equipment, Materials & Furniture	1.548
0.100	Communications and Computing	0.093
0.753	Provisions	0.759
0.047	Printing and Stationery	0.044
0.370	Services	0.318
0.581	Miscellaneous	0.556
0.125	Other	0.105
3.563		3.423
	<u>Third Party</u>	
0.961	Rendered by Other Local Authorities	0.795
14.679	Rendered by Voluntary Organisations	14.671
31.002	Rendered by Private Contract	32.745
46.642		48.211
	<u>Transfer Payments</u>	
0.051	School Children	0.051
0.051		0.051
92.962	Total Expenditure	93.935
	<u>Income</u>	
-7.782	Government Grants	-7.098
-18.221	Other Grants/Reimbursements	-18.191
-1.716	Customer/Client Receipts	-2.079
-0.150	Rechgs – Other revenue account	-0.190
-27.869	Total Income	-27.558
65.093	NET ADULT SERVICES BUDGET	66.377

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:

- Looked After Children Services
- Youth Offending Service
- Assessment & Care Planning Services
- Safeguarding & Standards
- Early Intervention & Prevention (including Early Years)
- Disabled Children Services
- Community & Family Support Services

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.

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**

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
0.066	NJC Manual Workers	0.074
16.493	NJC APT&C	17.284
0.400	JNC Chief Officers	0.397
0.767	Other	0.711
17.726		18.466
	<u>Premises</u>	
0.054	Repairs and Maintenance	0.050
0.094	Energy	0.103
0.289	Rents	0.292
0.083	Local Tax	0.086
0.014	Water	0.014
0.097	Cleaning/Domestic	0.097
0.004	Other	0.004
0.635		0.646
	<u>Transport</u>	
0.394	Contract Hire	0.478
1.032	Car Allowances	0.742
0.042	Other	0.042
1.468		1.262
	<u>Supplies & Services</u>	
0.209	Equipment, Materials & Furniture	0.192
0.133	Communications and Computing	0.127
0.161	Provisions	0.168
0.062	Printing and Stationery	0.055
0.512	Grants & Subscriptions	0.459
0.638	Services	0.842
0.539	Miscellaneous	0.494
0.053	Other	0.052
2.307		2.389
	<u>Third Party</u>	
1.896	Rendered by Other Local Authorities	1.626
2.424	Rendered by Voluntary Organisations	2.174
2.488	Rendered by Private Contract	4.634
9.449	Foster Care	10.784
16.257		19.218
	<u>Transfer Payments</u>	
2.181	School Children/Students	2.194
2.181		2.194
	<u>Support Services</u>	
0.280	Recharges	0.266
0.280		0.266
40.854	Total Expenditure	44.441
	<u>Income</u>	
-7.369	Government Grants	-6.997
-0.942	Other Grants/Reimbursements	-0.946
-0.868	Customer/Client Receipts	-1.024
-0.098	Rechgs – Other revenue account	-0.099
-9.277	Total Income	-9.066
31.577	NET CHILDREN'S SERVICES BUDGET	35.375

Commissioning, Housing & Business Systems

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. It is also responsible for the delivery of a comprehensive housing service within the county.

The Support & Housing services provided by this Division are as follows

- **Director & Administration**
- **Social Care – Training & Development**
- **Community Safety Partnership**
- **Communities 1st**
- **Social Care – Customer Relations**
- **Social Care – Information Systems**
- **Social Care Performance, Review & Improvement**
- **Service Strategy & Regulation**
- **Service to Asylum Seekers**
- **Housing Advice Centre** - Homeless and Housing Advice
- **Administration of Improvement Grants** - management of the Council's renewal and grant service, the objective of which is to improve and adapt private housing to meet the needs of the householders
- **Supported Employment** – Supported employment services are provided through a network of local employers and by our own Vision Products facility

GENERAL FUND REVENUE**COMMISSIONING, HOUSING & BUSINESS SYSTEMS : TYPE OF SPEND**

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
0.055	NJC Manual Workers	0.078
11.952	NJC APT&C	12.594
0.543	JNC Chief Officers	0.543
0.694	JNC Blind Workshop	1.024
0.908	Other	0.879
14.152		15.118
	<u>Premises</u>	
0.567	Repairs and Maintenance	0.572
0.388	Energy	0.429
0.287	Rents	0.341
0.484	Local Tax	0.479
0.038	Water	0.040
0.662	Cleaning/Domestic	0.767
0.004	Other	0.003
2.430		2.631
	<u>Transport</u>	
0.068	Contract Hire	0.088
0.267	Car Allowances	0.207
0.072	Other	0.116
0.407		0.411
	<u>Supplies & Services</u>	
1.784	Equipment, Materials & Furniture	1.821
0.482	Communications and Computing	0.490
0.016	Provisions	0.018
0.264	Printing and Stationery	0.258
0.175	Grants & Subscriptions	0.177
0.532	Services	0.509
1.203	Miscellaneous	1.214
0.096	Other	0.111
4.552		4.598
	<u>Third Party</u>	
3.467	Rendered by Other Local Authorities	3.972
1.341	Rendered by Voluntary Organisations	1.660
1.640	Rendered by Private Contract	1.674
2.071	Supporting People	2.071
8.519		9.377
	<u>Transfer Payments</u>	
0.082	Supporting People	0.073
0.082		0.073
	<u>Support Services</u>	
0.209	Recharges	0.209
0.209		0.209
30.351	Total Expenditure	32.417
	<u>Income</u>	
-13.679	Government Grants	-13.762
-1.141	Other Grants/Reimbursements	-1.964
-3.037	Customer/Client Receipts	-3.000
-1.327	Recharges – Other revenue account	-1.218
-19.184	Total Income	-19.944
11.167	<u>NET COMMISSIONING, HOUSING & BUSINESS SYSTEMS BUDGET</u>	12.473

COMMUNITY SERVICES THREE YEAR CAPITAL PROGRAMME

	TOTAL COST OF SCHEMES (Inc historic spend) £M	BUDGET		
		2011/12 £M	2012/13 £M	2013/14 £M
<u>COMMISSIONING, HOUSING & BUSINESS SYSTEMS</u>				
<u>General Programme</u>				
Modernisation Programme (Adults)	6.022	0.567	0.340	0.340
Children's Services	4.555	0.308	0.050	0.050
Asbestos Remediation Works	0.442	0.060	0.060	0.060
Telecare Equipment (inc. Carelink)	2.093	0.200	0.200	0.200
Sub - Total General Programme	13.112	1.135	0.650	0.650
<u>Private Sector Housing</u>				
Disabled Facilities Grants/Adaptations (DFG's)	50.037	3.950	3.950	3.950
Maintenance Repair Assistance (MRA's)	33.536	2.350	2.350	2.350
Renovation Grants Exceptional Circumstances & Home Improvement Zones	26.586	1.200	1.200	1.200
Community Regeneration	9.749	1.008	1.008	1.008
Sub - Total Private Sector Housing	119.908	8.508	8.508	8.508
TOTAL COMMUNITY & CHILDRENS SERVICES GROUP	133.020	9.643	9.158	9.158

* The 2011/2012 estimates include estimated slippage from 2010/2011 and additional grant aided schemes that were known when the 3-year programme was agreed.

EDUCATION & LIFELONG LEARNING

EDUCATION & LIFELONG LEARNING OVERVIEW

OUR VISION

“DEVELOPING PEOPLE, DEVELOPING COMMUNITIES”

We want to achieve a Rhondda Cynon Taf where children, young people and adults are supported, throughout their development, to become full and active citizens and where learning, in all settings, is fostered and encouraged.

We will strive to achieve our vision through working in partnership with our schools and with those organisations in the public and private sectors who share our aims and ideals.

The Directorate's three top priorities continue to be:

- Promoting lifelong and community learning
- Better meeting the needs of children in need
- Increasing the standards of achievement in our schools

We are aware that these need to be addressed holistically. Therefore, we recognise that the lifelong learning agenda and the range of other services also have an important role in helping us deliver our vision.

The Directorate has a vital role to play in delivering the five themes identified in the Community Plan. Particularly 'Learning for Growth' and 'Our Health and Well Being'.

The Directorate is essential in ensuring that those groups identified in the Community Plan who need to benefit most, actually do.

The Directorate has two main divisions:

- School Effectiveness & Inclusion
- Resources & Community Learning

A further service area is identified separately:

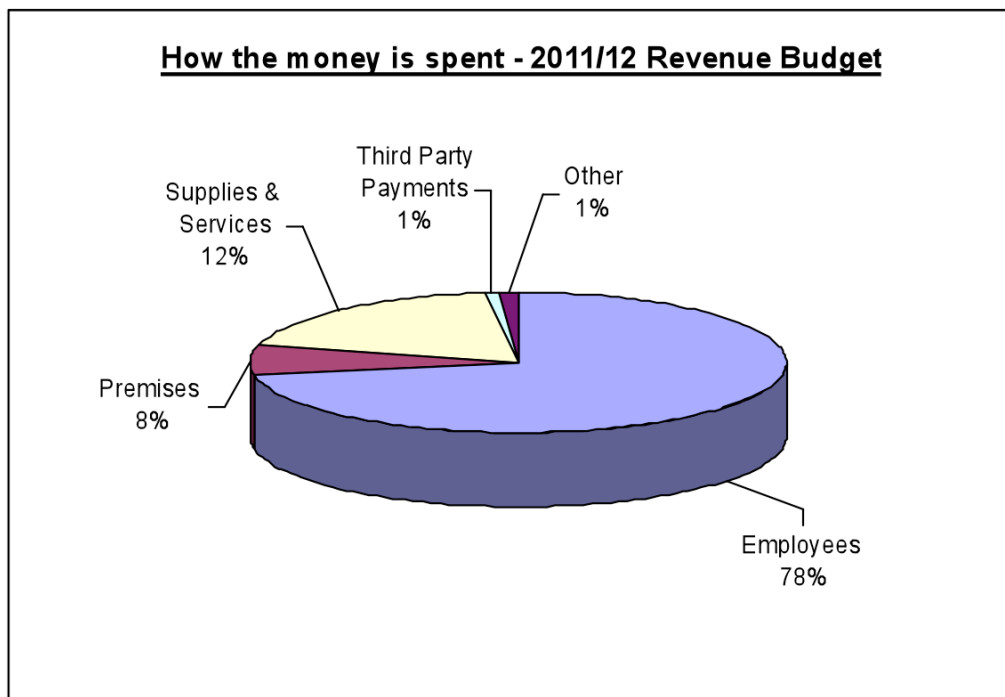
- Delegated schools – Individual School Budgets

A summary of the total resources available for the Education and Lifelong Learning Directorate in 2011/12 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	14.248	0.000	14.248
Revenue	192.628	-22.260	170.368
Total	206.876	-22.260	184.616

EDUCATION & LIFELONG LEARNING REVENUE EXPENDITURE

The Net Revenue Budget for the Education and Lifelong Learning Directorate for 2011/12 amounts to £170.368M. Gross expenditure is estimated at £192.628M and this is analysed by expenditure type in the chart below.



Income receivable by the Directorate of £22.260M reduces net expenditure to £170.368M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

Specific Revenue Grants 2011/12

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 Assembly Government	Post-16 provision in schools	12.000
	Post-16 special schools and out of county provision	2.218
	Foundation Phase	7.301
	Building The Future Together	2.341
	School Effectiveness	2.092
	PFI Revenue	1.682
	Learning Pathways 14-19	1.270
	Primary schools free breakfast	0.753
	Bridges Into Work	0.581
	Community Learning	0.274
	Appetite for Life	0.199
	Welsh in Education	0.184
	Youth Service	0.138
	Family Literacy, Language and Numeracy	0.131
	Ethnic Minority Achievement	0.129
	Welsh Medium Bilingual Grant	0.104
	School Uniform Grant Scheme	0.072
	Unlocking the Potential of Special Schools	0.072
	Travellers Grant	0.028
	14-19 Additional Revenue	0.025
Department of Work & Pensions	Future Jobs Fund	0.635
Rural Payments Agency	Infant Milk	0.384
Sports Council for Wales	5x60	0.458
	P.E. and Sports in Schools	0.055
Welsh Language Board	Welsh Language Education	0.171

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

2010/11 Budget £M		2011/12 Budget £M
	<u>Employees</u>	
120.833	Burnham	118.375
5.273	NJC Manual Workers	6.793
0.025	JNC Engineering Craftsmen	0.000
21.490	NJC APT&C	20.650
1.736	Soulbury	1.519
0.338	JNC Chief Officers	0.289
1.460	JNC Youth Leaders	1.420
3.484	Other	3.338
154.639		152.384
	<u>Premises</u>	
5.025	Repairs and Maintenance	5.067
0.615	Maintenance of Grounds	0.615
3.926	Energy	3.727
0.668	Rents	0.132
3.325	Local Tax	3.205
0.048	Water	0.051
3.349	Cleaning/Domestic	3.402
0.016	Insurance	0.054
0.001	Other	0.001
16.973		16.254
	<u>Transport</u>	
0.031	Direct Transport	0.030
0.312	Contract Hire	0.302
0.003	Public Transport	0.003
0.233	Car Allowances	0.148
0.579		0.483
	<u>Supplies & Services</u>	
6.766	Equipment/Materials/Furniture	8.818
0.511	Communications/Computing	0.522
2.599	Provisions	2.466
0.185	Printing/Stationery	0.153
0.076	Advertising	0.077
1.219	Grants & Subscriptions	3.051
8.056	Services	6.610
0.006	Other	0.007
19.418		21.704
	<u>Third Party</u>	
0.568	Rendered by Other Local Authorities	0.564
0.720	Rendered by Voluntary Organisations	0.918
1.288		1.482
	<u>Transfer Payments</u>	
0.595	School Children/Students	0.578
0.595		0.578
	<u>Support Services</u>	
-0.257	Recharges	-0.257
-0.257		-0.257
	<u>Capital Financing</u>	
0.008	Capital Financing	0.000
0.008		0.000
193.243	Total Expenditure	192.628
	<u>Income</u>	
-16.581	Government Grants	-16.272
-1.263	Other Grants/Reimbursements	-1.275
-3.737	Customer/Client Receipts	-3.811
-1.831	Recharges – Other revenue account	-0.902
-23.412	Total Income	-22.260
169.831	NET EDUCATION & LIFELONG LEARNING BUDGET	170.368

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

2010/11 Budget £M		2011/12 Budget £M
	<u>School Effectiveness & Inclusion</u>	
1.369	Retirement & Severance	1.073
0.860	Maternity Costs	0.832
0.165	Licenses & Subscriptions	0.164
0.043	Welsh Language	0.057
2.108	Better Schools Fund	0.000
0.000	School Effectiveness & Welsh in Education Grant	0.854
0.765	Music Service	0.596
1.036	School Improvement	0.969
7.100	Special Education Needs	7.511
2.397	Education Otherwise	2.497
0.114	Community Training Partnership	0.000
15.957		14.553
	<u>Resources & Community Learning</u>	
4.352	Services for Young People	4.342
2.376	Service Improvement & Business Support	1.845
0.845	Asset Management – PFI	0.836
0.101	School Planning, Organisations & Governance	0.544
3.448	School Meals & Milk	3.645
1.406	Catering Direct Trading Account	1.160
-0.544	Premises & Facilities	0.720
-0.026	District Use	-0.026
0.316	Residual Pension liabilities	0.305
3.345	Libraries	3.263
0.778	Heritage	0.766
0.403	Adult Education	0.339
16.800		17.739
	<u>Delegated Schools</u>	
71.081	Primary Schools	72.284
60.063	Secondary Schools	59.933
5.113	Special Schools	5.072
0.817	Nursery Schools	0.787
137.074		138.076
169.831	TOTAL EDUCATION AND LIFELONG LEARNING BUDGET	170.368

School Effectiveness & Inclusion

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

The Division contains the following teams:

- Education and School Improvement service
- Learning Support service
- Education Psychology service
- Behaviour Support service
- Language Support service
- County Music service

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

Overall the work of the Division is to support, challenge and develop schools to raise standards of achievement. The Division aims to create a supportive culture of development which will ensure the active learning of all pupils from early years to post sixteen.

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 Music Service seeks to enhance the musical experiences available to pupils through instrumental tuition. As well as focusing on the individual, instrumental tuition provides the opportunity of a wider musical experience through participation ensembles, bands, orchestras and choirs.

GENERAL FUND REVENUE**SCHOOL EFFECTIVENESS & INCLUSION: TYPE OF SPEND**

2010/11 Budget £M		2011/12 Budget £M
	<u>Employees</u>	
9.016	Burnham	5.825
1.758	NJC Manual Workers	2.601
2.156	NJC APT&C	1.567
1.578	Soulbury	1.393
0.085	JNC Chief Officer	0.000
0.026	JNC Youth Leaders	0.026
0.905	Other	1.201
15.524		12.613
	<u>Premises</u>	
0.007	Repairs and Maintenance	0.005
0.001	Maintenance of Grounds	0.001
0.041	Energy	0.049
0.036	Rents	0.041
0.014	Local Tax	0.011
0.008	Water	0.008
0.022	Cleaning/Domestic	0.018
0.005	Insurance	0.005
0.001	Other	0.001
0.135		0.139
	<u>Transport</u>	
0.000	Direct Transport	0.004
0.016	Contract Hire	0.033
0.002	Public Transport	0.002
0.137	Car Allowances	0.080
0.155		0.119
	<u>Supplies & Services</u>	
0.656	Equipment/Materials/Furniture	0.190
0.035	Communications/Computing	0.020
0.000	Provisions	0.004
0.013	Printing/Stationery	0.015
0.003	Advertising	0.003
0.764	Grants & Subscriptions	2.484
1.314	Services	1.353
0.004	Other	0.005
2.789		4.074
	<u>Third Party</u>	
0.568	Rendered by Other Local Authorities	0.564
0.720	Rendered by Voluntary Organisations	0.918
1.288		1.482
	<u>Transfer Payments</u>	
0.007	School Children/Students	0.007
0.007		0.007
26.333	Total Expenditure	18.434
	<u>Income</u>	
-1.788	Government Grants	-2.689
-0.613	Other Grants/Reimbursements	-0.603
-0.026	Customer/Client Receipts	-0.019
-1.514	Recharges – Other revenue account	-0.570
-3.941	Total Income	-3.881
15.957	NET SCHOOL EFFECTIVENESS & INCLUSION	14.553

Resources & Community Learning

The purpose of the Division is to provide an effective support service structure to contribute to the achievement of the Council's strategic aims and objectives, and to ensure that highest quality of educational experience for all people in our communities and to support learning for everyone throughout their lives.

The Division contains the following teams:

- Services for Young People (Including the Youth Service, Youth Clubs and E3+)
- Libraries, Heritage and Museums (including Cynon Valley Museum and Gallery and the Rhondda Heritage Park)
- Welsh Services Unit (including support for translation and the Council's Welsh Language Scheme)
- Client Services
- Planning and Resources (Planning of School Places; Service Asset Management Plan and Emergency Planning Response)
- Private Finance Initiative
- Catering Direct
- SIMS
- Adult Education

Our key aims are to:

- Improve the quality of life of people who live and work in the County Borough;
- Improve the management of assets;
- Link lifelong learning to community and economic regeneration;
- Expand access to ICT;
- Contribute to the raising of standards agenda, widen access and challenge disengagement.

We strive to turn ideas into action by:

- Organising the physical resources to facilitate achievement of objectives;
- Providing the Education and Lifelong Learning Directorate support service infrastructure;
- Providing a range of support services to schools and governing bodies;
- Carrying out the Council's statutory responsibility for the management and organisation of school places;
- Manage the Directorate's capital programme.

GENERAL FUND REVENUE**RESOURCES & COMMUNITY LEARNING: TYPE OF SPEND**

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
0.147	Burnham	0.295
0.881	NJC Manual Workers	1.745
0.025	JNC Engineering Craftsmen	0.000
9.538	NJC APT&C	9.545
0.158	Soulbury	0.126
0.253	JNC Chief Officers	0.289
1.434	JNC Youth Leaders	1.394
0.592	Other	0.310
13.028		13.704
	<u>Premises</u>	
1.128	Repairs and Maintenance	1.152
0.002	Maintenance of Grounds	0.002
0.360	Energy	0.291
0.632	Rents	0.091
0.426	Local Tax	0.387
0.020	Water	0.019
1.046	Cleaning/Domestic	1.109
0.011	Insurance	0.000
3.625		3.051
	<u>Transport</u>	
0.031	Direct Transport	0.026
0.048	Contract Hire	0.037
0.001	Public Transport	0.001
0.096	Car Allowances	0.068
0.176		0.132
	<u>Supplies & Services</u>	
0.947	Equipment/Materials/Furniture	0.942
0.211	Communications/Computing	0.242
2.599	Provisions	2.462
0.172	Printing/Stationery	0.138
0.073	Advertising	0.074
0.097	Grants & Subscriptions	0.096
2.392	Services	2.382
0.002	Other	0.002
6.493		6.338
	<u>Support Services</u>	
-0.257	Recharges	-0.257
-0.257		-0.257
	<u>Capital Financing</u>	
0.008	Capital Financing	0.000
0.008		0.000
16.638	Total Expenditure	22.968
	<u>Income</u>	
-1.595	Government Grants	-0.433
-0.650	Other Grants/Reimbursements	-0.672
-3.711	Customer/Client Receipts	-3.792
-0.317	Recharges – Other revenue account	-0.332
-6.273	Total Income	-5.229
16.800	NET RESOURCES & COMMUNITY LEARNING	17.739

Delegated Schools

This area of service relates to:

- Nursery Schools Individual School Budgets
- Primary Schools Individual School Budgets
- Secondary Schools 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**

2010/11 Budget £M		2011/12 Budget £M
	<u>Employees</u>	
111.670	Burnham	112.255
2.634	NJC Manual Workers	2.447
9.796	NJC APT&C	9.538
1.987	Other	1.827
126.087		126.067
	<u>Premises</u>	
3.890	Repairs and Maintenance	3.910
0.612	Maintenance of Grounds	0.612
3.525	Energy	3.387
2.885	Local Tax	2.807
0.020	Water	0.024
2.281	Cleaning/Domestic	2.275
0.000	Insurance	0.049
13.213		13.064
	<u>Transport</u>	
0.248	Contract Hire	0.232
0.248		0.232
	<u>Supplies & Services</u>	
5.163	Equipment/Materials/Furniture	7.686
0.265	Communications/Computing	0.260
0.358	Grants & Subscriptions	0.471
4.350	Services	2.875
10.136		11.292
	<u>Transfer Payments</u>	
0.588	School Children/Students	0.571
0.588		0.571
150.272	Total Expenditure	151.226
	<u>Income</u>	
-13.198	Government Grants	-13.150
-13.198	Total Income	-13.150
137.074	NET DELEGATED SCHOOLS	138.076

EDUCATION & LIFELONG LEARNING THREE YEAR CAPITAL PROGRAMME

	TOTAL COST OF SCHEMES (inc historic spend) £M	BUDGET		
		2011/12 £M	2012/13 £M	2013/14 £M
<u>SCHOOLS</u>				
Tonyrefail Comprehensive Lower School	0.635	0.039	0.000	0.000
Park Lane Special School	0.745	0.242	0.000	0.000
Maerdy Infants & Junior Merger	1.657	0.030	0.018	0.000
E&LL Condition Surveys	0.260	0.075	0.075	0.000
Hirwaun Primary	0.022	0.022	0.000	0.000
School Modernisation	4.149	2.481	1.246	0.146
<u>TRANSITION SCHEMES</u>				
Williamstown Primary	9.503	2.878	0.116	0.000
Penywaun Primary	3.528	2.087	0.064	0.000
TOTAL SCHOOLS	20.499	7.854	1.519	0.146
<u>OTHER</u>				
Rhondda Heritage Park	0.754	0.116	0.000	0.000
TOTAL OTHER	0.754	0.116	0.000	0.000
<u>SUPPLEMENTARY CAPITAL PROGRAMME</u>				
Roof Renewal	3.062	1.043	0.400	0.900
Boiler Replacement	1.534	0.364	0.200	0.250
DDA Compliance Works	1.006	0.250	0.150	0.150
Structural Works	0.280	0.180	0.000	0.100
Electrical Rewiring	1.660	0.222	0.200	0.200
Toilet Refurbishments	2.214	0.525	0.250	0.450
Fire Alarm Upgrades	1.190	0.120	0.100	0.100
Planned Kitchen Refurbishments/Remodelling	1.965	0.260	0.150	0.200
Window & Door Replacements	2.949	0.185	0.200	0.150
Essential Works	9.209	0.997	0.250	0.500
IT Hardware/Software/Licenses	3.917	0.200	0.200	0.200
Improvements to Schools	1.355	0.100	0.100	0.100
Asbestos Remediation Works	9.221	1.832	2.000	2.000
TOTAL SUPPLEMENTARY CAPITAL PROGRAMME	39.562	6.278	4.200	5.300
TOTAL EDUCATION & LIFELONG LEARNING	60.815	14.248	5.719	5.446

The 2011/12 estimates include estimated slippage from 2010/11 and grant-aided schemes that were known when the 3 year programme was agreed.

ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES OVERVIEW

This group focuses on the 'visible' Environmental services operated by the Authority. It includes the front line services for

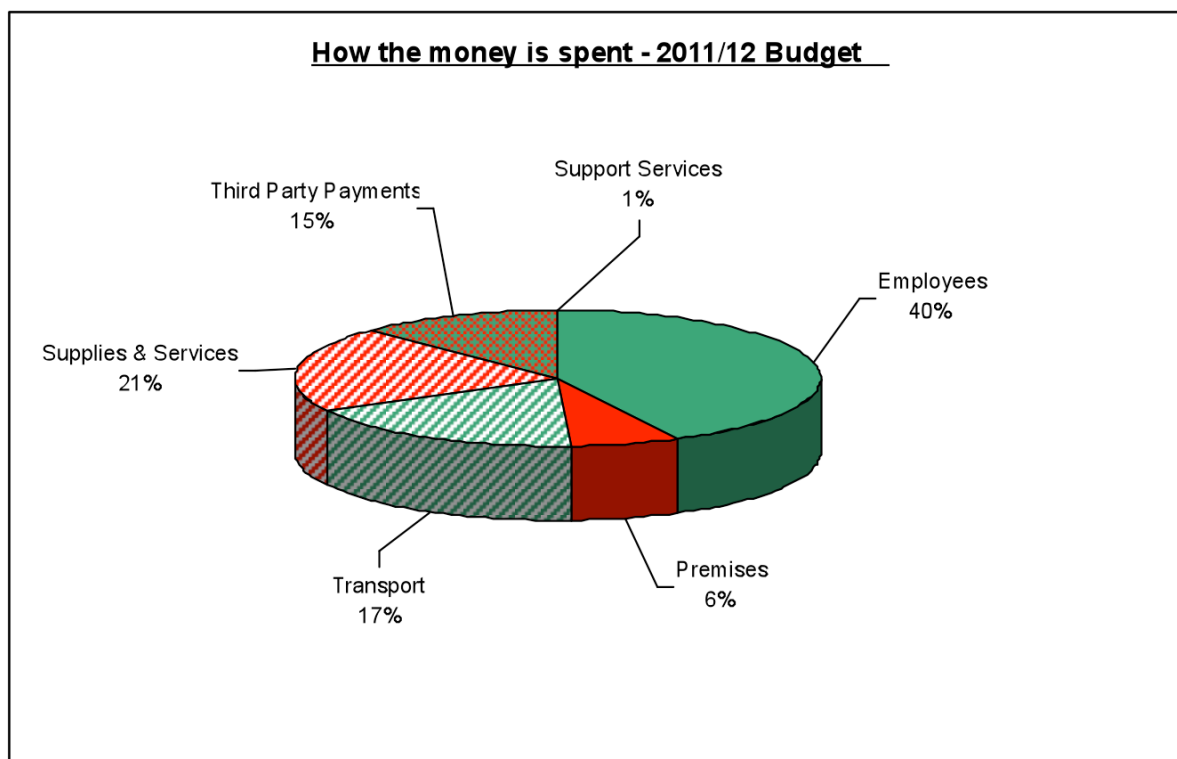
- Highways, Transport and Strategic Projects
- Construction Projects
- Public Health and Protection
- Streetcare incorporating Waste Services
- Leisure, Culture and Tourism

A summary of the total resources available for the Environmental Services Group in 2011/12 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	15.158	0	15.158
General Fund Revenue	96.181	-34.683	61.498
Total	114.402	-37.746	76.656

ENVIRONMENTAL SERVICES REVENUE EXPENDITURE

The Net Revenue Budget for the Environmental Services Group for 2011/12 amounts to £61.498M. Gross expenditure is estimated at £99.244M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £37.746M reduces net expenditure to £61.498M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

Specific Revenue Grants 2011/12

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
WAG	Concessionary Fares	6.617
	Bus Subsidy	0.721
	Safety Camera Grant	0.010
	Road Safety	0.168
	Sustainable Waste Management	5.048
	Tidy Towns	0.050
	Safer Communities Fund	0.313
	Domestic Abuse	0.048
	Community Cohesion Grant	0.159
	Substance Misuse Action Team	2.222
	KAFKA	0.050
Home Office	Community Safety	0.163
Forestry Commission / Countryside Council	Coed Cymru / Countryside Management / Countryside Services (Est)	0.056
Sports Council for Wales	Grand/Big Splash	0.288
Sports Council for Wales	Dragon Sports Scheme	0.071
NHS Trust	GP Referral Scheme (Est)	0.186

GENERAL FUND
ENVIRONMENTAL SERVICES : TYPE OF SPEND

2010/11 Budget £M		2011/12 Budget £M
	<u>Employees</u>	
16.694	NJC Manual Workers	14.825
0.437	JNC Engineering Craftsmen	0.463
21.523	NJC APT&C	21.589
0.711	JNC Chief Officers	0.636
0.937	Other	1.149
40.302		38.662
	<u>Premises</u>	
1.526	Repairs and Maintenance	1.932
2.044	Energy	1.677
0.448	Rents	0.304
1.398	Local Tax	1.395
0.348	Water	0.480
0.440	Cleaning/Domestic	0.266
0.155	Other	0.156
6.359		6.210
	<u>Transport</u>	
4.336	Direct Transport	4.036
11.188	Contract Hire	11.605
0.288	Public Transport	0.476
0.551	Car Allowances	0.366
16.363		16.483
	<u>Supplies & Services</u>	
4.272	Equipment/Materials/Furniture	5.275
0.608	Communications/Computing	0.593
0.650	Provisions	0.411
0.363	Printing/Stationery	0.312
0.351	Advertising	0.304
0.437	Grants & Subscriptions	0.398
5.507	Services	5.575
6.848	Miscellaneous	7.386
0.082	Financing Charges	0.000
0.192	Other	0.183
19.310		20.437
	<u>Third Party</u>	
1.048	Rendered by Other Local Authorities	1.249
0.607	Rendered by Voluntary Organisations	0.934
8.536	Transport	8.659
0.107	Structural	0.137
0.284	Cyclic	0.287
0.400	Safety Aids	0.396
0.062	Winter Maintenance	0.050
2.011	Street Lighting	2.186
0.020	Highway Drainage	0.016
0.064	Other	0.099
13.139		14.013
	<u>Support Services</u>	
0.111	Recharges	0.091
0.111		0.091
	<u>Transfer Payments</u>	
0.033	School Children/Students	0.015
0.033		0.015
	<u>Capital Financing</u>	
0.000	Other	0.270
0.000		0.270
95.617	Total Expenditure	96.181
	<u>Income</u>	
-14.918	Government Grants	-15.436
-1.051	Other Grants/Reimbursements	-1.055
-13.923	Customer/Client Receipts	-13.730
-3.788	Rechgs – Other revenue account	-4.462
-33.680	Total Income	-34.683
61.937	NET ENVIRONMENTAL SERVICES BUDGET	61.498

GENERAL FUND**ENVIRONMENTAL SERVICES : SERVICES PROVIDED**

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Highways, Transport and Strategic Projects</u>	
2.845	Highways Management	3.014
13.284	Transportation	13.379
0.317	Strategic Projects	0.333
16.446		16.726
	<u>Public Health & Protection</u>	
1.897	Protection	1.850
1.319	Environmental Health	1.074
0.710	Business Support	0.704
1.181	Housing Strategy	1.149
0.962	Community Safety Partnership	1.085
6.069		5.862
	<u>Streetcare</u>	
0.359	Enforcement	0.013
3.836	Street Cleansing	3.818
0.479	Facilities Cleaning	0.763
3.821	Highways Maintenance	4.017
11.726	Waste Services	11.066
2.469	Fleet Management	2.401
22.690		22.078
	<u>Leisure and Culture</u>	
12.882	Leisure, Parks & Countryside	12.349
1.380	Cultural Services	1.179
14.262		13.528
	<u>Group Directorate</u>	
0.583	Group Directorate	1.156
0.696	Business Support Services	0.621
1.191	Property Management	1.527
2.470		3.304
61.937	TOTAL ENVIRONMENTAL SERVICES BUDGET	61.498

Highways, Transportation and Strategic Projects

The Service Group delivers a broad range of Environmental services and contains 9 separate areas as outlined below:-

Highways

Parking Services
Highways Infrastructure
Highways Development Control

Transportation

Integrated Transport Unit
Transportation Strategy
Sustainable Development

Strategic Projects

Construction Projects
Traffic Projects
Land Reclamation & Engineering
Capita Glamorgan Consultancy

The service focuses on the technical aspects of the above with operational work undertaken by colleagues in the Streetcare Team.

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 we are an integral part of the Council's services.

GENERAL FUND REVENUE**HIGHWAYS, TRANSPORT AND STRATEGIC PROJECTS : TYPE OF SPEND**

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
0.394	NJC Manual Workers	0.412
3.354	NJC APT&C	3.158
0.148	NJC Chief Officers	0.073
0.063	Other	0.064
3.959		3.707
	<u>Premises</u>	
0.063	Repairs and Maintenance	0.068
0.048	Energy	0.014
0.137	Rents	0.127
0.182	Local Tax	0.182
0.003	Water	0.004
0.433		0.395
	<u>Transport</u>	
0.004	Direct Transport	0.016
10.168	Contract Hire	9.913
0.270	Public Transport	0.467
0.083	Car Allowances	0.055
10.525		10.451
	<u>Supplies & Services</u>	
0.086	Equipment/Materials/Furniture	0.115
0.018	Communications/Computing	0.019
0.084	Printing/Stationery	0.073
0.024	Advertising	0.034
0.093	Grants & Subscriptions	0.104
0.108	Services	0.130
0.046	Miscellaneous	0.046
0.006	Other	0.008
0.465		0.529
	<u>Third Party</u>	
0.000	Rendered by Other Local Authorities	0.196
8.536	Transport	8.659
0.094	Structural	0.123
0.205	Cyclic	0.221
0.395	Safety Aids	0.391
0.062	Winter Maintenance	0.050
2.011	Street Lighting	2.186
0.020	Highways Drainage	0.016
0.049	Other	0.099
11.372		11.941
	<u>Support Services</u>	
0.058	Recharges	0.046
0.058		0.046
	<u>Transfer Payments</u>	
0.033	School Children/Students	0.015
0.033		0.015
26.845	Total Expenditure	27.084
	<u>Income</u>	
-6.676	Government Grants	-6.789
-0.858	Other Grants/Reimbursements	-0.874
-2.167	Customer/Client Receipts	-1.784
-0.698	Rechgs – Other revenue account	-0.911
-10.399	Total Income	-10.358
16.446	NET HIGHWAYS, TRANSPORT AND STRATEGIC PROJECTS	16.726

Public Health & Protection

Public Health & Protection covers a diverse range of services, all of which are delivered with the common aim of providing the best possible standard of public service. Environmental Health is essential to protecting and improving the health, safety and well-being of residents of the County Borough. Trading Standards ensures a fair trading environment for business whilst protecting consumer rights. It is our aim that our residents can safely and peacefully enjoy a vibrant and diverse entertainment industry in the knowledge that alcohol and late night refreshment premises are properly Licensed. We manage the Council's Cemeteries and Crematoria and provide for the Registration of births, deaths, marriages and civil partnerships. Marriage and other celebratory ceremonies are provided. The Housing Strategy team set the strategic direction for the Council and its partners in their delivery of housing services. We co-host the Health & Well-being Alliance, which aims to reduce inequalities in health through partnership work.

The Service consists of :

Community Protection, including:

- Food and Health & Safety
- Trading Standards / Consumer Advice
- Licensing

Environmental Protection, including:

- Housing Enforcement / Pest Control
- Pollution Control
- Bereavement Services
- Registration Services

Housing Strategy

Health & Well-being Alliance

Community Safety Partnership

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

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
0.602	NJC Manual Workers	0.574
6.659	NJC APT&C	6.619
0.067	JNC Chief Officers	0.066
0.185	Other	0.141
7.513		7.400
	<u>Premises</u>	
0.159	Repairs and Maintenance	0.161
0.175	Energy	0.112
0.060	Rents	0.057
0.100	Local Tax	0.107
0.022	Water	0.024
0.035	Cleaning/Domestic	0.035
0.016	Other	0.016
0.567		0.512
	<u>Transport</u>	
0.073	Direct Transport	0.103
0.071	Contract Hire	0.072
0.006	Public Transport	0.006
0.226	Car Allowances	0.126
0.376		0.307
	<u>Supplies & Services</u>	
0.160	Equipment/Materials/Furniture	0.143
0.206	Communications/Computing	0.211
0.001	Provisions	0.001
0.087	Printing/Stationery	0.074
0.011	Advertising	0.008
0.326	Grants & Subscriptions	0.276
0.170	Services	0.233
0.255	Miscellaneous	0.365
0.022	Other	0.018
1.238		1.329
	<u>Third Party</u>	
1.048	Rendered by Other Local Authorities	1.048
0.607	Rendered by Voluntary Organisations	0.924
1.655		1.972
	<u>Support Services</u>	
0.053	Recharges	0.045
0.053		0.045
11.402	Total Expenditure	11.565
	<u>Income</u>	
-2.612	Government Grants	-2.866
-0.011	Other Grants/Reimbursements	-0.011
-2.710	Customer/Client Receipts	-2.826
-5.333	Total Income	-5.703
6.069	NET PUBLIC HEALTH & PROTECTION	5.862

Streetcare

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 six main areas of operation:

- Enforcement
- Street Cleansing
- Facilities Cleaning
- Highways Maintenance
- Waste Services
- Fleet Management & Maintenance

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

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
11.011	NJC Manual Workers	10.701
0.437	JNC Engineering Craftsmen	0.463
3.083	NJC APT&C	2.793
0.066	JNC Chief Officers	0.066
0.617	Other	0.258
15.214		14.281
	<u>Premises</u>	
0.013	Repairs and Maintenance	0.013
0.165	Cleaning/Domestic	0.122
0.123	Other	0.125
0.301		0.260
	<u>Transport</u>	
3.999	Direct Transport	3.649
0.494	Contract Hire	1.188
0.137	Car Allowances	0.095
4.630		4.932
	<u>Supplies & Services</u>	
2.902	Equipment/Materials/Furniture	3.825
0.022	Communications/Computing	0.021
0.006	Printing/Stationery	0.006
0.137	Advertising	0.137
0.004	Grants & Subscriptions	0.004
4.712	Services	4.604
5.673	Miscellaneous	6.011
0.082	Financing Charges	0.000
0.070	Other	0.064
13.608		14.672
33.753	Total Expenditure	34.145
	<u>Income</u>	
-5.144	Government Grants	-5.144
-3.754	Customer/Client Receipts	-4.459
-2.165	Rechgs – Other revenue account	-2.464
-11.063	Total Income	-12.067
22.690	NET STREETCARE	22.078

Leisure and Culture

To develop an active, healthy and inclusive Rhondda Cynon Taf, where sport, active recreation and physical activity provide a platform for participation, fun and achievement within communities.

To protect, improve and increase the enjoyment of green spaces within the County Borough.

To support the development of the arts and creative industries as a means of improving the quality of life for local people and visitors, inspiring learning, and contributing to the social, economic and environmental transformation of the county borough.

To bridge the communication gaps between core Council services and the residents of and visitors to the County Borough, through positive experiences, inclusive opportunities and participatory activity.

The Division consists of 2 main areas:

Leisure, Parks and Countryside including:

- Area Parks
- Parks and Amenities
- Countryside and Environment
- Leisure

Cultural Services including:

- Arts Development
- Theatres & Public Entertainment

GENERAL FUND REVENUE**LEISURE & CULTURE: TYPE OF SPEND**

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
3.444	NJC Manual Workers	3.138
9.490	NJC APT&C	8.863
0.012	Other	0.053
12.946		12.054
	<u>Premises</u>	
0.784	Repairs and Maintenance	1.032
1.532	Energy	1.347
0.015	Rents	0.015
0.845	Local Tax	0.893
0.261	Water	0.384
0.142	Cleaning/Domestic	0.081
0.016	Other	0.014
3.595		3.766
	<u>Transport</u>	
0.260	Direct Transport	0.268
0.455	Contract Hire	0.429
0.012	Public Transport	0.003
0.090	Car Allowances	0.079
0.817		0.779
	<u>Supplies & Services</u>	
1.081	Equipment/Materials/Furniture	1.068
0.121	Communications/Computing	0.138
0.649	Provisions	0.410
0.096	Printing/Stationery	0.081
0.155	Advertising	0.102
0.001	Grants & Subscriptions	0.000
0.378	Services	0.469
0.843	Miscellaneous	0.932
0.077	Other	0.076
3.401		3.276
	<u>Third Party</u>	
0.000	Rendered by Other Local Authorities	0.005
0.000	Rendered by Voluntary Organisations	0.010
0.013	Structural	0.014
0.079	Cyclic	0.066
0.005	Safety Aids	0.005
0.015	Other	0.000
0.112		0.100
20.871	Total Expenditure	19.975
	<u>Income</u>	
-0.486	Government Grants	-0.637
-0.182	Other Grants/Reimbursements	-0.170
-5.286	Customer/Client Receipts	-4.646
-0.655	Rechgs – Other revenue account	-0.994
-6.609	Total Income	-6.447
14.262	NET LEISURE AND CULTURE	13.528

Group Directorate

The Division consists of 3 main areas that support the remainder of the Environmental Services Group. These are:

- Group Directorate
- Business Support Services incorporating Customer Services
Property Management

The Customer Services section seeks to continuously improve the real and perceived quality of Customer Care and Communication between the Environmental Services teams and the external customer and to provide excellent administrative support to its Service Managers.

GENERAL FUND REVENUE

GROUP DIRECTORATE : TYPE OF SPEND

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
0.180	NJC APT&C	0.156
0.430	JNC Chief Officers	0.431
0.060	Other	0.633
0.670		1.220
	<u>Premises</u>	
0.507	Repairs and Maintenance	0.658
0.289	Energy	0.204
0.236	Rents	0.105
0.271	Local Tax	0.213
0.062	Water	0.068
0.098	Cleaning/Domestic	0.028
0.000	Other	0.001
1.463		1.277
	<u>Transport</u>	
0.000	Contract Hire	0.003
0.015	Car Allowances	0.011
0.015		0.014
	<u>Supplies & Services</u>	
0.043	Equipment/Materials/Furniture	0.125
0.241	Communications/Computing	0.204
0.090	Printing/Stationery	0.078
0.024	Advertising	0.023
0.013	Grants & Subscriptions	0.013
0.139	Services	0.139
0.031	Miscellaneous	0.032
0.017	Other	0.017
0.598		0.631
	<u>Capital Financing</u>	
0.000	Other	0.270
0.000		0.270
2.746	Total Expenditure	3.412
	<u>Income</u>	
-0.006	Customer/Client Receipts	-0.015
-0.270	Rechgs – Other revenue account	-0.093
-0.276	Total Income	-0.108
2.470	NET GROUP DIRECTORATE	3.304

ENVIRONMENTAL SERVICES THREE YEAR CAPITAL PROGRAMME

	TOTAL COST OF SCHEMES (Inc historic spends) £M	BUDGET		
		2011/12 £M	2012/13 £M	2013/14 £M
Highways, Transportation, Traffic & Fleet				
<u>Roads/Structures</u>				
Highways Improvements	9.255	6.370	0.840	0.840
Car Parks	0.709	0.000	0.000	0.045
Structures	2.258	0.310	0.150	0.350
Street Lighting	1.131	0.250	0.250	0.250
Total Highways Technical Services	13.353	6.930	1.240	1.485
<u>Strategic Projects</u>				
Rail Forward Programme	3.631	0.502	0.000	0.000
SEWTA Regional Transport Plan	1.234	1.098	0.000	0.000
VCN/NCN/HOV Schemes	0.960	0.828	0.000	0.000
Scheme Development	0.442	0.135	0.025	0.025
Traffic Management	2.865	0.691	0.691	0.160
Drainage Improvements	5.082	2.477	0.495	0.140
Total	14.214	5.731	1.211	0.325
Total Highways, Transportation & Strategic Projects	27.567	12.661	2.451	1.810
<u>Leisure & Culture</u>				
<u>Leisure</u>				
Leisure Centre Refurbishment Programme	9.794	0.100	0.100	0.100
Total Leisure	9.794	0.100	0.100	0.100
<u>Parks & Countryside</u>				
Parks Improvements	0.896	0.110	0.110	0.110
Play Areas	0.717	0.359	0.050	0.050
Cynon Valley River Park	0.096	0.067	0.000	0.000
HARPS Outdoor Play Area	0.400	0.100	0.000	0.000
Total Parks & Countryside	2.109	0.636	0.160	0.160
Total Leisure & Parks	11.903	0.736	0.260	0.260
<u>Public Health & Protection</u>				
<u>Environmental Health</u>				
Cemeteries Planned Programme	0.489	0.169	0.135	0.135
Total	0.489	0.169	0.135	0.135
Community Safety				
Community Safety Initiatives	1.726	0.175	0.100	0.100
Alleygating	0.236	0.130	0.050	0.050
Total Community Safety	1.962	0.305	0.150	0.150
Total Public Health & Protection	2.451	0.474	0.285	0.285

<u>Streetcare</u>				
<u>Fleet</u>				
Vehicles	28.627	1.042	2.750	2.750
Total	28.627	1.042	2.750	2.750
Total Streetcare	28.627	1.042	2.750	2.750
<u>Group Directorate</u>				
Buildings	2.115	0.210	0.210	0.210
Asbestos Remedial Works	0.599	0.035	0.035	0.035
Total	2.714	0.245	0.245	0.245
Total Group Directorate	2.714	0.245	0.245	0.245
ENVIRONMENTAL SERVICES GROUP TOTAL	73.262	15.158	5.991	5.350

* The 2011/2012 estimates include estimated slippage from 2011/2012 and additional grant aided schemes that were known when the 3 year programme was agreed.

CHIEF EXECUTIVE'S DIVISION

CHIEF EXECUTIVE'S DIVISION OVERVIEW

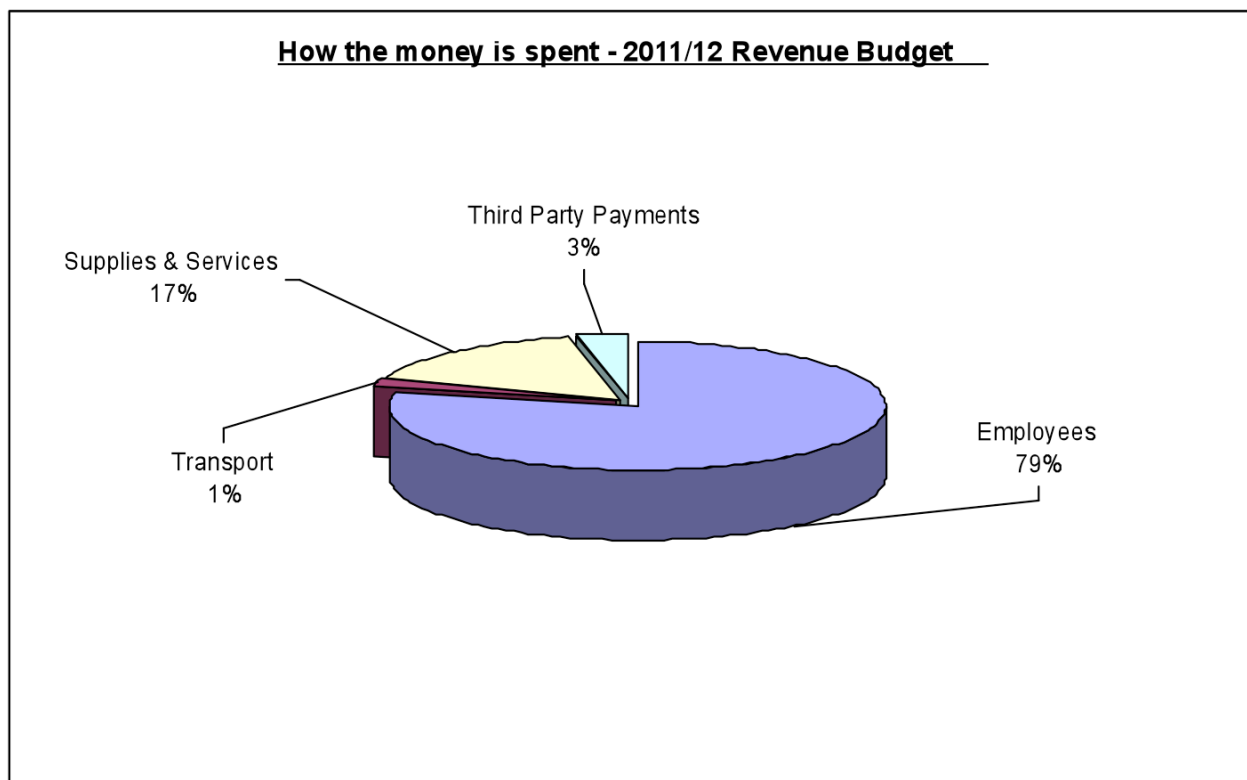
This Division has a focus on the development, implementation and monitoring of the Council's Human Resources Policies, the management of the Authority's public relations activities, coordinating external funding arrangements and enhancing the physical and economic environment of Rhondda Cynon Taf. As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

A summary of the total resources available for the Chief Executive's Division in 2011/12 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	12.464	0.000	12.464
Revenue	10.860	-2.244	8.616
Total	23.324	-2.244	21.080

CHIEF EXECUTIVE'S DIVISION REVENUE EXPENDITURE

The Net Revenue Expenditure for the Chief Executive's Division for 2011/12 amounts to £8.616M. Gross expenditure is estimated at £10.860M and this is analysed by expenditure type in the chart below.



Income receivable by the Division of £2.244M reduces net expenditure to £8.616M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

Specific Revenue Grants 2011/12

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 Assembly Government	Business Env Coordinator	0.031
	SET Programme	0.056
	Aberdare THI Scheme	0.039
ERDF	SEW Local Investment Fund	0.121

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

2010/11 Budget £M		2011/12 Budget £M
	<u>Employees</u>	
7.695	NJC APT&C	7.558
0.965	JNC Chief Officers	0.982
0.007	Other	0.000
8.667		8.540
	<u>Premises</u>	
0.005	Energy	0.006
0.008	Rents	0.013
0.002	Local Tax	0.005
0.001	Water	0.001
0.013	Cleaning/Domestic	0.008
0.029		0.033
	<u>Transport</u>	
0.146	Car Allowances	0.099
0.010	Direct Transport	0.011
0.005	Public Transport	0.005
0.161		0.115
	<u>Supplies & Services</u>	
0.049	Equipment/Materials/Furniture	0.058
0.184	Communications/Computing	0.157
0.002	Provisions	0.002
0.090	Printing & Stationery	0.093
0.268	Advertising	0.310
0.549	Grants & Subscriptions	0.549
0.036	Members Expenses	0.036
0.264	Services	0.300
0.360	Miscellaneous	0.322
0.006	Other	0.006
1.808		1.833
	<u>Third Party</u>	
0.355	Rendered by Voluntary Organisations	0.300
0.015	Rendered by Private Contract	0.015
0.000	Cyclic	0.015
0.370		0.330
	<u>Support Services</u>	
0.009	Recharges	0.009
0.009		0.009
11.044	Total Expenditure	10.860
	<u>Income</u>	
-0.349	Government Grants	-0.247
-0.230	Other Grants/Reimbursements	-0.241
-1.559	Customer/Client Receipts	-1.600
-0.154	Rechgs – Other revenue account	-0.156
-2.292	Total Income	-2.244
8.752	NET CHIEF EXECUTIVE'S DIVISION BUDGET	8.616

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

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Chief Executive</u>	
0.398	Common Services	0.394
1.229	Cabinet Secretariat	1.292
0.202	Strategic Policy	0.142
1.829		1.828
	<u>Human Resources</u>	
0.452	Support Services	0.459
1.997	Employment Services	1.895
1.417	Organisational Development	1.313
3.866		3.667
	<u>Regeneration & Planning</u>	
2.678	Economic & Community Development	2.151
0.000	Special Development	0.426
0.057	Development Control	0.238
0.015	Building Control	0.007
0.307	Process	0.299
3.057		3.121
8.752	TOTAL CHIEF EXECUTIVE'S DIVISION BUDGET	8.616

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 and the Strategy and Public Relations Department.

Strategy and Public Relations

The Strategy & Public Relations Department sits within the Chief Executive's Division of the Council. The department is responsible for communicating and marketing a positive perception of the Council and the services it provides to residents. The department takes a lead on corporate policy and citizen engagement. The service area consists of the following departments:

- Press & Communications
- Public Relations & Marketing (including Events, Internal Comms & Creative Design)
- Corporate Policy & Consultation
- Tourism (since Jan 2011)

In addition to these service related functions the department is also responsible for the following democratic functions of the Council, namely:

- The Leader's Office
- The Cabinet Office, which supports the Cabinet in the discharge of its executive duties
- The Mayoral Office

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

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
0.946	NJC APT&C	0.936
0.443	JNC Chief Officers	0.446
0.007	Other	0.000
1.396		1.382
	<u>Premises</u>	
0.000	Local Tax	0.002
0.001	Cleaning/Domestic	0.001
0.001		0.003
	<u>Transport</u>	
0.017	Car Allowances	0.013
0.010	Direct Transport	0.011
0.002	Public Transport	0.002
0.029		0.026
	<u>Supplies & Services</u>	
0.010	Equipment/Materials/Furniture	0.010
0.018	Communications/Computing	0.018
0.037	Printing & Stationery	0.037
0.087	Advertising	0.129
0.036	Members Expenses	0.036
0.147	Grants & Subscriptions	0.147
0.117	Services	0.117
0.153	Miscellaneous	0.154
0.002	Other	0.001
0.607		0.649
	<u>Third party</u>	
0.000	Cyclic	0.015
0.000		0.015
	<u>Support Services</u>	
0.006	Recharges	0.006
0.006		0.006
2.039	Total Expenditure	2.081
	<u>Income</u>	
-0.003	Customer Clients Receipts	-0.036
-0.165	Other Grants/Reimburs/Contributions	-0.173
-0.042	Rechgs-Other Rev A/C hds	-0.044
-0.210	Total Income	-0.253
1.829	NET CHIEF EXECUTIVE'S DEPT	1.828

Human Resources

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

- The Employment Services function supports the Council through three main teams:
 - (1) Education and Lifelong Learning, Corporate Services and The Chief Executives Office,
 - (2) Community and Children's Services; and
 - (3) Environmental Services and Health & Safety.

The teams advise in all areas of employee relations, health & safety, and job evaluation. 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 five linked teams: People Development, Equality, Diversity & Social Justice, Workforce Development, Recruitment Advertising and Occupational Health & Wellbeing. These teams are dedicated to assisting the development of a competent, effective and healthy workforce
- The service directly contributes to the achievement of the Council's priorities on Medium Term Planning and Managing Our Assets; HR 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. The People Strategy Sub Group together with sub groups on Job Evaluation and People and Workforce Strategy have clear terms of reference and action plans agreed by the overarching Group to assist in its delivery.

- The service contributes to the Healthier Adults and Communities core aim of the Community Strategy contributing to the ambition to reduce health inequalities 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 Key Priorities for Human Resources continue to be:

- Pay & Grading and Terms & Conditions
- Workforce Planning
- Health, Safety & Wellbeing Strategy
- People Inclusion
- H R Service Improvement

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

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
3.243	NJC APT&C	3.052
0.273	JNC Chief Officers	0.271
3.516		3.323
	<u>Transport</u>	
0.038	Car Allowances	0.024
0.002	Public Transport	0.002
0.040		0.026
	<u>Supplies & Services</u>	
0.026	Equipment/Materials/Furniture	0.026
0.071	Communications/Computing	0.080
0.002	Provisions	0.002
0.042	Printing & Stationery	0.042
0.071	Advertising	0.071
0.053	Grants & Subscriptions	0.053
0.034	Services	0.071
0.108	Miscellaneous	0.069
0.000	Other	0.001
0.407		0.415
	<u>Third Party</u>	
0.015	Rendered by Private Contract	0.015
0.015		0.015
3.978	Total Expenditure	3.779
	<u>Income</u>	
-0.112	Rechgs – Other revenue account	-0.112
-0.112	Total Income	-0.112
3.866	NET HUMAN RESOURCES	3.667

REGENERATION AND PLANNING

This area of Service aims to enhance the physical and economic environment of Rhondda Cynon Taf, via the delivery of quality initiatives and services.

Regeneration and Planning sits within the Chief Executive's Division, providing a wide 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, urban design, enforcement, planning obligations, the conservation/protection of historic environments and dangerous structures.

The Division also develops the Regeneration Strategy in partnership; delivers third sector and business support; facilitates enhancement of Town Centres via strategy development, secures external funding and delivers schemes and initiatives; supports other Council and external organisations in accessing funding regimes

GENERAL FUND REVENUE
REGENERATION AND PLANNING: TYPE OF SPEND

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
3.506	NJC APT&C	3.570
0.249	JNC Chief Officers	0.265
3.755		3.835
	<u>Premises</u>	
0.005	Energy	0.006
0.008	Rents	0.013
0.002	Local Tax	0.003
0.001	Water	0.001
0.012	Cleaning/Domestic	0.007
0.028		0.030
	<u>Transport</u>	
0.091	Car Allowances	0.062
0.001	Public Transport	0.001
0.092		0.063
	<u>Supplies & Services</u>	
0.013	Equipment/Materials/Furniture	0.022
0.095	Communications/Computing	0.059
0.011	Printing & Stationery	0.014
0.110	Advertising	0.110
0.349	Grants & Subscriptions	0.349
0.113	Services	0.112
0.099	Miscellaneous	0.099
0.004	Other	0.004
0.794		0.769
	<u>Third Party</u>	
0.355	Rendered by Voluntary Organisations	0.300
0.355		0.300
	<u>Support Services</u>	
0.003	Recharges	0.003
0.003		0.003
5.027	Total Expenditure	5.000
	<u>Income</u>	
-0.349	Government Grants	-0.247
-0.065	Other Grants/Reimbursements	-0.068
-1.556	Customer/Client Receipts	-1.564
-1.970	Total Income	-1.879
3.057	NET DEVELOPMENT AND REGENERATION	3.121

CHIEF EXECUTIVE THREE YEAR CAPITAL PROGRAMME

	TOTAL COST OF SCHEME (inc historic spend)	BUDGET		
		2011/12	2012/13	2013/14
	£M	£M	£M	£M
<u>Regeneration & Planning</u>				
Convergence Aberdare Town Centre	7.302	3.156	2.678	0.691
WAG HOV Business Seed Grant	0.020	0.010	0.000	0.000
Convergence Ferndale Town Centre	3.065	1.226	0.366	0.084
LIF Business Finance Grant (Convergence)	6.016	1.787	1.796	1.200
Pontypridd Regeneration	0.787	0.550	0.106	0.085
Convergence Pontypridd Town Centre	9.507	3.454	3.672	0.558
Town Centre Physical Regeneration	0.873	0.143	0.143	0.193
Project Support Fund	3.372	0.350	0.350	0.350
Business Support Grants	6.192	0.295	0.295	0.235
SEW Community Economic Development	0.555	0.168	0.168	0.168
Neighbourhood Renewal Areas	17.947	1.325	0.000	0.000
<u>TOTAL CHIEF EXECUTIVE</u>	55.636	12.464	9.574	3.564

* The 2011/2012 outturns include estimated slippage from 2009/2010 and additional grant aided schemes that were known when the 3 year programme was agreed.

CORPORATE SERVICES

CORPORATE SERVICES OVERVIEW

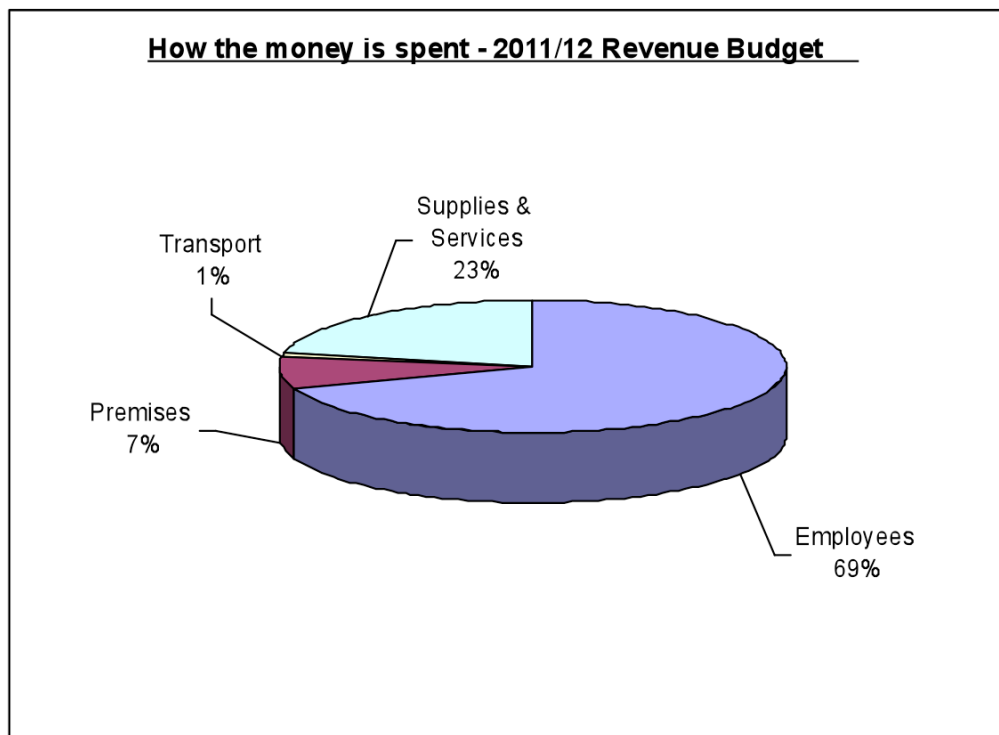
This group contains both front line (e.g. Housing Benefits, Council Tax, Pensions and Customer Care) and corporate support functions (e.g. Accountancy, Legal, Corporate Estates, Procurement, ICT and Member Services) that underpin the service delivery capability across all groups.

A summary of the total resources available for the Corporate Services Group in 2011/12 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	1.958	0.000	1.958
Revenue	32.245	-11.345	20.900
Total	34.203	-11.345	22.858

CORPORATE SERVICES REVENUE EXPENDITURE

The Net Revenue Budget for the Corporate Services Group for 2011/12 amounts to £20.900M. Gross expenditure is estimated at £32.245M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £11.345M reduces net expenditure to £20.900M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

Specific Revenue Grants 2011/12

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
WAG	NNDR Admin Grant	0.356
DWP (Dept for Work & Pensions)	Housing Benefit & Council Tax Benefit / Admin Grant	2.036

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

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
0.093	NJC Manual Workers	0.089
20.470	NJC APT&C	20.085
1.944	JNC Chief Officers	1.882
0.229	Other	0.186
22.736		22.242
	<u>Premises</u>	
0.723	Repairs and Maintenance	0.712
0.023	Maintenance of Grounds	0.023
0.340	Energy	0.386
0.758	Rents	0.750
0.348	Local Tax	0.348
0.032	Water	0.032
0.232	Cleaning/Domestic	0.084
0.009	Other	0.008
2.465		2.343
	<u>Transport</u>	
0.009	Direct Transport	0.009
0.280	Car Allowances	0.174
0.015	Public Transport	0.015
0.304		0.198
	<u>Supplies & Services</u>	
0.502	Equipment/Materials/Furniture	0.458
2.333	Communications/Computing	2.321
0.481	Printing & Stationery	0.516
0.140	Advertising	0.142
1.432	Members Expenses	1.423
0.055	Grants & Subscriptions	0.053
0.724	Services	0.714
1.465	Miscellaneous	1.722
0.052	Other	0.051
7.184		7.400
	<u>Third Party</u>	
0.000	Rendered by Voluntary Organisations	0.010
0.000		0.010
	<u>Transfer Payments</u>	
0.006	School Children/Students	0.006
0.006		0.006
	<u>Support Services</u>	
0.033	Recharges	0.044
0.033		0.044
	<u>Capital Financing</u>	
0.002	Capital Charges	0.002
0.002		0.002
32.730	Total Expenditure	32.245
	<u>Income</u>	
-2.552	Government Grants	-2.392
-0.689	Other Grants/Reimbursements	-0.683
-4.346	Customer/Client Receipts	-4.362
-4.068	Rechgs – Other revenue account	-3.908
-11.655	Total Income	-11.345
21.075	NET CORPORATE SERVICES BUDGET	20.900

GENERAL FUND REVENUE**CORPORATE SERVICES : SERVICES PROVIDED**

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Financial Services</u>	
2.449	Financial Management and Accountancy	2.616
3.030	Operational Finance	2.999
0.632	Performance and Resources	0.589
0.533	Internal Audit	0.470
0.000	Public Service Partnerships	0.136
6.644		6.810
	<u>ICT</u>	
4.061	ICT Operational Services	3.866
4.061		3.866
	<u>Legal and Democratic Services</u>	
1.374	Legal Services	1.346
2.223	Democratic Services	2.177
0.044	Central Print Unit	0.070
0.300	Legal Administration	0.293
3.941		3.886
	<u>Corporate Estates Management</u>	
0.057	Management of Surplus Sites	0.056
-0.093	Sundry Land and Properties	-0.097
1.970	Corporate Estates Management Dept	1.836
1.235	Office Accommodation	1.175
3.169		2.970
	<u>Group Management</u>	
0.160	Director and Support Services	0.160
0.160		0.160
	<u>Procurement</u>	
0.656	Procurement	0.639
0.656		0.639
	<u>Customer Care</u>	
0.917	One For All	0.882
0.470	Strategic Management	0.466
0.794	Contact Centres	0.997
0.263	E Government	0.224
2.444		2.569
21.075	TOTAL CORPORATE SERVICES BUDGET	20.900

Financial Services

The Division 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** – that includes Insurance, Treasury Management & Pension Fund Investments and Council Wide Financial Reporting & Management Accounting
- **Operational Finance** – encompassing Council Tax, NNDR, Housing & Council Tax Benefits, Sundry Debtors, Payroll, Pensions & Creditor Payments,
- **Performance & Resources** – that provides data and performance management support services across the Council.
- **Internal Audit** – The Internal Audit Service as well as delivering its traditional role, contributes to the continuous improvement agenda through operational audits and project work.

In addition, in October 2010, the Division also took over, on an interim basis responsibility for the Partnership Delivery agenda at the Council.

The Division's over-riding statement of purpose is:

‘To deliver high quality financial services which meet the needs of our customers and support the Council's service improvement activities’.

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

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
0.024	NJC Manual Workers	0.024
9.196	NJC APT&C	9.062
0.920	JNC Chief Officers	0.855
0.003	Other	0.000
10.143		9.941
	<u>Premises</u>	
0.044	Repairs and Maintenance	0.032
0.005	Maintenance of Grounds	0.006
0.128	Energy	0.147
0.020	Rents	0.020
0.072	Local Tax	0.072
0.010	Water	0.010
0.093	Cleaning/Domestic	0.026
0.001	Other	0.001
0.373		0.314
	<u>Transport</u>	
0.081	Car Allowances	0.051
0.006	Public Transport	0.006
0.087		0.057
	<u>Supplies & Services</u>	
0.036	Equipment/Materials/Furniture	0.036
0.446	Communications/Computing	0.446
0.095	Printing & Stationery	0.096
0.006	Advertising	0.006
0.028	Grants & Subscriptions	0.028
0.072	Services	0.072
1.112	Miscellaneous	1.436
0.017	Other	0.017
1.818		2.137
	<u>Third Party</u>	
0.000	Rendered by Voluntary Organisations	0.010
0.000		0.010
	<u>Transfer Payments</u>	
0.006	School Children/Students	0.006
0.006		0.006
	<u>Support Services</u>	
0.006	Recharges	0.006
0.006		0.006
12.433	Total Expenditure	12.471
	<u>Income</u>	
-2.552	Government Grants	-2.392
-0.019	Other Grants / Reimbursements	-0.019
-0.859	Customer/Client Receipts	-0.866
-2.359	Rechgs – Other revenue account	-2.384
-5.789	Total Income	-5.661
6.644	NET FINANCIAL SERVICES	6.810

ICT

The ICT Service is part of the Customer Care & ICT Directorate within the Corporate Services Group. It 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.

ICT delivers cross cutting services underpinning the Council's improvement, sustainability, Welsh language, equality and wider agendas.

The ICT Service is aiming to deliver the following over the medium term:

- Ensure customers can easily access ICT support services when they need to and receive a quality response based on timeliness, satisfaction and resolution at first point of contact, wherever possible.
- Ensure ICT service, assets and contract arrangements are as cost effective as possible, benchmarked, and collaboration sought where appropriate.
- Optimise and sustain the Council's strategic ICT Infrastructure (such as our Broadband Network, Data Centre & Security) and ensure our processes, standards and policies are robust and accepted by ICT users.
- Provide ICT improvement & project support to the wider Council via the priorities agreed by the Strategic, Operational and Schools ICT Groups.

The Top 5 Priorities for the Service in 2011/12 are borne out of our Strategic and Operational Business Plans and also address identified Weaknesses or Risks for the Service:

1. Data Centre Service Transformation - Implementation of New Service
2. Service Structure Redesign - informed by outcomes of our internal Fundamental Operational Review
3. Implementation of robust and improved ICT Contract Management processes.
4. Review of existing ICT products, services and assets contracts and assessing the benefits of centralising top Business Applications contracts.
5. Implementation of Multi Functional Devices (MFD's), starting at the Ty Elai site.

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

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
2.656	NJC APT&C	2.500
0.172	JNC Chief Officers	0.172
0.017	Other	0.008
2.845		2.680
	<u>Premises</u>	
0.010	Repairs and Maintenance	0.010
0.001	Rents	0.001
0.011		0.011
	<u>Transport</u>	
0.047	Car Allowances	0.023
0.001	Public Transport	0.001
0.048		0.024
	<u>Supplies & Services</u>	
0.125	Equipment/Materials/Furniture	0.071
1.423	Communications/Computing	1.411
0.070	Printing & Stationery	0.113
0.002	Advertising	0.002
0.003	Grants & Subscriptions	0.003
0.005	Services	0.005
0.030	Miscellaneous	0.020
0.001	Other	0.001
1.659		1.626
4.563	Total Expenditure	4.341
	<u>Income</u>	
-0.098	Other Grants / Reimbursements	-0.071
-0.000	Customer/Client Receipts	0.000
-0.404	Recharges – Other revenue account	-0.404
0.502	Total Income	-0.475
4.061	NET ICT	3.866

Legal and Democratic Services Division

The Division is an integral part of the Corporate Services Group and provides corporate legal support to the Council, its Members and Officers. 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)
- Operation of the Central Print Unit covering Print Services, Bulk Digital Copying Service and the Council's Courier Service
- Corporate Governance Unit
- Supporting the role and service delivery of HM Coroner

The Division provides central support services, which are at the heart of local democracy, without which the running of the Council would not be possible. The Division is responsible for implementing the requirements of the Local Government Act 2000 including making provision for new constitutional arrangements and the enhanced role of the Monitoring Officer.

Within Members' Services, there are internal and external pressures that may require additional funding. For example, the Local Democracy, Economic Development and Construction Act which, proposes an enhanced Scrutiny function and the establishment of a Crime & Disorder Scrutiny Committee. This, alongside the Council's objective of achieving the Wales Charter for Member Support & Development Award (Advanced Level), will see significant pressures upon the resources of the team.

The Division acts as the link between HM Coroner and our partner Authorities of Bridgend and Merthyr County Borough Councils and is working more closely with HM Coroner following the retirement of the previous long serving Coroner. The introduction of the Coroners and Justice Act 2009 increases the need for continued closer liaison and we are working closely with other authorities across Wales to ensure the on-going efficiency within service provision.

For Electoral Registration, the drive towards individual registration will provide challenges and a great deal of change in future years. For 2011 the focus is on preparing the administration of the forthcoming County Borough and Police Commissioner elections in May 2012.

Legal Services continues its drive with regards to the integration of the Case Management System and meeting its objective of achieving LEXCEL standard, for example by further developments in procedure mapping and MI reporting. The increasing support required for child protection cases will also see significant pressures upon the resources of the team.

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

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
0.069	NJC Manual Workers	0.065
2.328	NJC APT&C	2.358
0.281	JNC Chief Officers	0.215
0.128	Other	0.114
2.806		2.752
	<u>Premises</u>	
0.008	Energy	0.009
0.097	Rents	0.090
0.012	Local Tax	0.012
0.001	Water	0.001
0.006	Cleaning/Domestic	0.000
0.002	Other	0.001
0.126		0.113
	<u>Transport</u>	
0.008	Direct Transport	0.008
0.028	Car Allowances	0.018
0.004	Public Transport	0.004
0.040		0.030
	<u>Supplies & Services</u>	
0.247	Equipment/Materials/Furniture	0.257
0.184	Communications/Computing	0.184
0.270	Printing & Stationery	0.260
0.114	Advertising	0.115
1.432	Member expenses	1.423
0.002	Grants & Subscriptions	0.000
0.574	Services	0.582
0.165	Miscellaneous	0.130
0.002	Other	0.002
2.990		2.953
	<u>Support Services</u>	
0.027	Recharges	0.038
0.027		0.038
	<u>Capital Financing</u>	
0.002	Capital Charges	0.002
0.002		0.002
5.991	Total Expenditure	5.888
	<u>Income</u>	
-0.789	Customer/Client Receipts	-0.729
-0.804	Rechgs – Other revenue account	-0.805
-0.457	Other Grants/Reimbursements	-0.468
-2.050	Total Income	-2.002
3.941	NET LEGAL AND DEMOCRATIC SERVICES	3.886

Corporate Estates

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 sits within the Corporate Services Group and our priorities support those of the Corporate Group. Our priorities are mostly cross cutting in nature and support numerous components / themes of the Improvement Plan and Council's Community Plan.

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

Top priorities for the next 3 years

- To maintain and develop the framework of Corporate Asset Management Planning in order to ensure the operational property portfolio is sustainable and fit for purpose.
- Rationalise the property portfolio in support of the MTFP and to release capital for reinvestment in policy priorities through the Corporate Capital Programme.
- Effectively manage and reduce energy and water consumption, and preparation of the mandatory Carbon Reduction Commitment Energy Efficiency Scheme.
- Provision of technical support to Education & Lifelong Learning during the Schools Transformation Programme.
- Provision of co-ordinated design and maintenance services to the whole of the Council.

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

2010/11 Budget £M		2011/12 Budget £M
	<u>Employees</u>	
2.996	NJC APT&C	2.913
0.256	JNC Chief Officer	0.257
0.068	Other	0.055
3.320		3.225
	<u>Premises</u>	
0.669	Repairs and Maintenance	0.670
0.018	Maintenance of Grounds	0.017
0.204	Energy	0.230
0.640	Rents	0.639
0.264	Local Tax	0.264
0.021	Water	0.021
0.116	Cleaning/Domestic	0.056
0.006	Other	0.006
1.938		1.903
	<u>Transport</u>	
0.001	Direct Transport	0.001
0.093	Car Allowances	0.061
0.094		0.062
	<u>Supplies & Services</u>	
0.015	Equipment/Materials/Furniture	0.015
0.163	Communications/Computing	0.163
0.021	Printing & Stationery	0.021
0.015	Advertising	0.016
0.018	Grants & Subscriptions	0.018
0.018	Services	0.018
0.112	Miscellaneous	0.112
0.007	Other	0.006
0.369		0.369
5.721	Total Expenditure	5.559
	<u>Income</u>	
-0.024	Other Grants/Reimbursements	-0.024
-2.289	Customer/Client Receipts	-2.326
-0.239	Rechgs – Other revenue account	-0.239
-2.552	Total Income	-2.589
3.169	NET CORPORATE ESTATES MANAGEMENT	2.970

Group Management

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

GENERAL FUND REVENUE**GROUP MANAGEMENT: TYPE OF SPEND**

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
0.163	JNC Chief Officers	0.164
0.163		0.164
	<u>Transport</u>	
0.002	Car Allowances	0.001
0.002		0.001
	<u>Supplies & Services</u>	
0.001	Communications/Computing	0.001
0.002	Printing & Stationery	0.002
0.003	Other	0.003
0.006		0.006
0.171	Total Expenditure	0.171
	<u>Income</u>	
-0.011	Rechgs /Other revenue account	-0.011
-0.011	Total Income	-0.011
0.160	NET GROUP MANAGEMENT	0.160

Corporate Procurement Unit

The Corporate Procurement Unit provides advice, guidance and support to ensure that the Council achieves value for money for all the goods, services and works that it purchases from a wide range of contractors and providers. The Unit also undertakes a number of procurement services on behalf of Groups and Divisions. The Unit also has responsibility for:

- Corporate Framework Contracts
- Standards and Compliance (in relation to Procurement and Contracts)
- Collaborating with other Local Authorities and the public sector for contracting
- Procuring energy for 16 Local Authorities in Wales
- Procurement Training and Development
- Implementation of the Council's Procurement Strategy
- Improvement of Procurement Processes, including E-Procurement, E-Tendering, E-Auctions and Purchasing Cards
- Leading or supporting Major Projects
- EC Procurement Tendering
- Advising Members and Officers on Procurement Issues

The unit has been involved in delivering major procurement projects over the last financial year some of which were carried out working collaboratively with partner local authorities through the Welsh Purchasing Consortium and other collaborative arrangements others working internally with directorate customers.

These include the negotiation of the South East Wales Schools and Public Building Construction contract, the continued development of the South East Wales Highways Project, the ongoing negotiation of the Waste procurement project and many other EU convergence projects including Town centre Regeneration and the Building the Future scheme.

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

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
0.641	NJC APT&C	0.574
0.087	JNC Chief Officers	0.153
0.728		0.727
	<u>Transport</u>	
0.007	Car Allowances	0.003
0.001	Public Transport	0.001
0.008		0.004
	<u>Supplies & Services</u>	
0.004	Equipment/Materials/Furniture	0.004
0.018	Communications/Computing	0.018
0.004	Printing & Stationery	0.004
0.001	Grants and Subscriptions	0.001
0.007	Miscellaneous	0.006
0.003	Services	0.003
0.037		0.036
0.773	Total Expenditure	0.767
	<u>Income</u>	
-0.091	Other Grants/Reimbursements	-0.101
-0.026	Customer/Client Receipts	-0.027
-0.117	Total Income	-0.128
0.656	NET PROCUREMENT	0.639

Customer Care Service

Customers can easily access services when they need to through their preferred channel (telephone, face to face, website) and receive a quality response first time.

Contact Centre (Telephone)

The Centre service deals with over 1.1m incoming calls annually in regard to:

- Council Tax and Housing Benefits
- Street care and Waste services
- Public Health enquiries
- Adult Social Care contacts
- 24 hr Lifeline response and emergency Out of Hours contacts
- General Enquiries

The Centre also hosts a range of services for the Local Health Board including GP Out of Hours, Emergency Dentistry, Midwifery and District Nursing services as well as Non Emergency Patient Transport Booking services.

One4aLL (Face to Face) Centres

These Centres provide local access points for information and advice on a wide range of Council services, in the same way as the Contact Centre described above (with the exception of 24 hour response) and deals with over 140,000 enquiries per annum.

The service also supports physical transactions that cannot easily be carried out over the telephone such as the issue of Disabled Parking badges and Concessionary Bus passes, receipting of payments and physical information to support benefit or other applications e.g. Planning.

Council specialists are available to the Community such as Registrar services, Consumer Advice and partner services including Age Concern, the Department of Work and Pensions and Inland Revenue.

Website (Self service)

This service ensures that information is available to customers for all Council services on the Council's Website, and that other self service tools such as mobile devices are used appropriately, with over 5.3m pages viewed per annum.

The service is available 24 hours a day, 365 days a year and encourages customers to self serve at a time that is convenient to them. In doing so systems are developed that streamline the process between the customer and the service area for prompt action.

Key Objectives 2011/12

1. The Contact Centre will consolidate services based on a simpler key number range.
2. Collaboration with the Local Health Board will continue to support Welsh Government policy.
3. The “Tell Us Once” service at One4aLL centres supports the bereaved by automatic notification of the death to a range of agencies. This service will inform an All Wales roll-out of the service and will expand to Birth notifications.
4. Council Websites will continue to be rationalised to ensure the main site is the point for customers to find information and do business with the Council with more personalised developments.
5. The service will promote the Council’s Corporate Feedback Scheme for improved customer engagement and establish reporting on key themes to demonstrate service change in response to feedback.
 - Sustained emergency out of hours services through efficient working and technical business continuity improvements e.g. during inclement weather
 - Reduce key numbers promoted within a new user friendly number range
 - Better promote the Council’s Corporate Feedback Scheme for improved customer engagement.

GENERAL FUND REVENUE**CUSTOMER CARE: TYPE OF SPEND**

2010/11 Budget		2011/12 Budget
£M		£M
	<u>Employees</u>	
2.653	NJC APT&C	2.678
0.065	JNC Chief Officers	0.066
0.013	Other	0.009
2.731		2.753
	<u>Premises</u>	
0.017	Cleaning/Domestic	0.002
0.017		0.002
	<u>Transport</u>	
0.022	Car Allowances	0.017
0.003	Public Transport	0.003
0.025		0.020
	<u>Supplies & Services</u>	
0.075	Equipment/Materials/Furniture	0.075
0.098	Communications/Computing	0.098
0.019	Printing & Stationery	0.020
0.003	Advertising	0.003
0.003	Grants and Subscriptions	0.003
0.052	Services	0.034
0.033	Miscellaneous	0.018
0.022	Other	0.022
0.305		0.273
3.078	Total Expenditure	3.048
	<u>Income</u>	
-0.383	Customer/Client Receipts	-0.414
-0.251	Rechgs - Other revenue account	-0.065
-0.634	Total Income	-0.479
2.444	NET CUSTOMER CARE	2.569

CORPORATE SERVICES THREE YEAR CAPITAL PROGRAMME

	TOTAL COST OF SCHEME (inc historic spend) £M	BUDGET		
		2011/12 £M	2012/13 £M	2013/14 £M
<u>Finance Services</u>				
Computer Hardware/Software/Licences	6.550	0.500	0.500	0.500
CIVICA Financials Project	1.341	0.155	0.163	0.155
Total Finance Services	7.891	0.655	0.663	0.655
<u>Customer Services</u>				
Customer Services Plan Phase 2	1.641	0.553	0.483	0.000
Total Customer Services	1.641	0.553	0.483	0.000
<u>Corporate Estates</u>				
Strategic Maintenance	1.249	0.050	0.050	0.050
Major Refurbishment/Rationalisation of Service Group Accommodation	4.751	0.700	0.300	0.300
Total Corporate Estates	6.000	0.750	0.350	0.350
TOTAL CORPORATE SERVICES	15.532	1.958	1.496	1.005

* The 2011/2012 outturns include estimated slippage from 2009/2010 and additional grant aided schemes that were known when the 3 year programme was agreed.

CORPORATE BUDGETS

CORPORATE BUDGETS OVERVIEW

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

A summary of the total resources available for these Budgets in 2011/12 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	1.786	0.000	1.786
Revenue	52.313	0.000	52.313
Total	54.099	0.000	54.099

CORPORATE BUDGETS : SERVICES PROVIDED

2010/11 Budget		2011/12 Budget
£M		£M
23.826	Capital Financing	23.988
12.558	Levies	12.290
23.773	Miscellaneous	15.655
0.380	NNDR Relief	0.380
60.537	TOTAL CORPORATE BUDGETS	52.313

CORPORATE INITIATIVES THREE YEAR CAPITAL PROGRAMME

	TOTAL COST OF SCHEMES (INC HISTORIC SPENDS) £M	BUDGET		
		2011/12 £M	2012/13 £M	2013/14 £M
Corporate Improvement	1.223	0.259	0.038	0.100
Asbestos Management	2.428	0.432	0.325	0.325
Legionella Management	1.783	0.150	0.150	0.150
Disabled Access Initiatives	2.560	0.045	0.025	0.025
Asset Management Planning	1.185	0.075	0.075	0.050
Asbestos Remediation Works	0.567	0.185	0.100	0.100
Legionella Remediation Works	3.043	0.640	0.500	0.450
TOTAL CORPORATE INITIATIVES	12.789	1.786	1.213	1.200

* The 2011/2012 estimates include slippage from 2010/2011 and additional grant aided schemes that were known when the 3 year programme was agreed.