

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

BUDGET 2016/17

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FOREWORD BY GROUP DIRECTOR CORPORATE AND FRONTLINE SERVICES

On the 24th February 2016 the Council agreed the Cabinet's proposals and recommendations for the revenue budget for the 2016/17 financial year. This was followed up on the 23rd March 2016 with the agreement of the Council's Three Year Capital Programme 2016/17 - 2018/19. The budget-setting process continues to be ever challenging as the expectations of local residents are balanced with the ongoing drive from the Council for greater efficiency whilst continuing to deliver key services, during this time of national austerity and reduced available funding.

At an all Wales level, the (then) Minister for Public Services (Leighton Andrews, Assembly Member) announced a **decrease** in revenue funding of 1.4% for local authorities in Wales for the year 2016/17. The decrease for Rhondda Cynon Taf was 0.9% and is set against inflation running at much higher levels (+ 1.2% during 2015).

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

In anticipation of the reductions in funding, the Cabinet had already made a number of decisions to reduce spend, had consulted on a number of service change proposals and subsequently made decisions to proceed to implementation. Alongside this, the Cabinet had also identified priority spend on our infrastructure and has enhanced the core capital programme with 2 supplementary investment programmes.

Given the level of the settlement and updated spending needs (including funding schools to the level of protection required by Welsh Government) and after the impact of decisions already taken, the Council was faced with a remaining funding gap of £12.1M which needed to be bridged in order to set a balanced budget.

The Council was able to balance the budget for 2016/17 with a combination of efficiency measures (£6.4M), Social Care Transformation programme savings (£3.0M), management cost savings (£0.1M), service changes (£0.5M) and the use of the Medium Term Financial Planning (MTFP) and Service Transformation Reserve - (transitional funding £2.1M). Such a strategy did not undermine the Council's core financial health (i.e. £10M remaining in general reserves) albeit options for further budget reductions will need to be considered as part of balancing the future funding gap projected, at the time, to be an estimated £57M to 2018/19.

The settlement provided no indication of resource levels for the following financial year (2017/18) albeit there is an expectation of continued negative

settlements into the future, which will be clearly some way below Central Governments target for inflation of 2%.

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

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

Chris Lee CPFA
Group Director Corporate and Frontline Services

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

COUNCIL REPORT 24th FEBRUARY 2016

- THE COUNCIL'S 2016/17 REVENUE BUDGET STRATEGY

COUNCIL REPORT 23rd MARCH 2016

- THE COUNCIL'S THREE YEAR CAPITAL PROGRAMME 2016/17 - 2018/19

COUNCIL REPORT 27th APRIL 2016

- AMENDMENT TO THE COUNCIL'S 2016/17 REVENUE BUDGET STRATEGY

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2015-2016

**COMMITTEE:
COUNCIL**

24th February 2016

Item No: 8

THE COUNCIL'S 2016/2017 REVENUE BUDGET STRATEGY
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REPORT OF:

THE CABINET

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

1.0 PURPOSE OF THE REPORT

1.1 This report provides information on the implications for the Council of the local government settlement for 2016/2017. 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 2017.

2.0 RECOMMENDATIONS

It is recommended that Members:

- 2.1 Note the written statement from the Minister for Public Services and the table on the 2016/2017 Provisional local government settlement, reproduced at Appendix 1 and the update at Appendix 1A;
- 2.2 Note the allocation of £0.500M from General Fund Balances to the Medium Term Financial Planning & Service Transformation Reserve as detailed at Section 3;
- 2.3 Note the base budget adjustments impacting in 2016/17 as summarised in Table 1;
- 2.4 Note the budget adjustments following Cabinet approval on the 4th February 2016 in respect of :
 - Library Services
 - Youth Engagement & Participation Services
 - Day Nursery Services

- 2.5 Approve the budget strategy proposals as summarised in Table 2, including:
- I. An agreed general efficiency target of £6.350M for 2016/17;
 - II. The continued implementation of the Social Care Transformation Programme that will off set projected increased cost pressures by £2.985M in 2016/17;
 - III. The delivery of further management cost savings totaling £0.123M for 2016/17;
 - IV. Use of the 'Medium Term Financial Planning & Service Transformation Reserve' as transitional funding, totalling £2.147M for 2016/17.
- 2.6 Approve Tables 3 and 4 in Section 10 of the report as the basis of allocating resources to the Individual Schools Budget (ISB), to other Council Services, and to meet its corporate financing requirements;
- 2.7 Agree the Council Tax increase for the financial year ending the 31st March 2017 at 2.75%;
- 2.8 Agree the Council's overall budget for 2016/2017, in order to set the Council Tax for the forthcoming financial year by the statutory deadline of the 11th March 2016.
- 2.9 Note that the final settlement will not be announced until the 2nd March 2016, that is, after the Council's budget has been set on the basis of the Provisional Settlement. Accordingly, any changes to Welsh Government funding levels in the Final Settlement will be dealt with by means of adjustment to the level of the use of Transitional Funding (details of which will be included in the Council Tax Resolution to be considered by Council on the 10th March 2016).

3.0 BACKGROUND

- 3.1 At the Council meeting on the 30th of September 2015, the Council's audited accounts were presented, which reported General Fund Balances amounting to £11.001M.
- 3.2 Given the continuing financial pressures the Council is working under, it remains the view of the Section 151 Officer that the Council should hold a minimum of £10M as General Fund Balances, (i.e. its working balance). This level is set given the context of the need for continued strong financial management that is felt to be essential to ensure that the Council maintains financial flexibility and stability going forward.

- 3.3 Members will be aware that in addition to General Fund Reserves, the Council also holds a number of earmarked reserves that are kept under continuous review and are assessed each year by the Wales Audit Office. Members will be aware that included in these Reserves is a Medium Term Financial Planning and Service Transformation Reserve that has successfully supported transitional funding as part of the Council's Medium Term Service Planning arrangements. It has achieved this through helping to smooth the delivery of budget savings over a number of years, whilst still allowing an annual balanced budget to be delivered. The starting point for the Medium Term Financial Planning and Service Transformation Reserve as at the 31st March 2015 is £5.127M. As per paragraph 3.2 above, it is considered that £10M should be the minimum level of General Fund Balances that this Council should hold. It is therefore felt appropriate to allocate a further £0.500M from General Fund Balances to transitional funding and leave £10.501M as a General Fund Balance pre the year end assessment for 2015/16 that will be undertaken as part of preparing this year's statement of accounts. In addition, in year savings, as at Quarter 2, have added a further £1.075M to the balance available. These savings include senior management costs, part year effects of voluntary early retirements, reductions in events budgets and reductions in Mayoral / Members expenses.
- 3.4 The net effect of the actions proposed above would mean that the Medium Term Financial Planning and Service Transformation Reserve available to support the 2016/17 budget strategy at this time equates to £6.702M.
- 3.5 The Wales Audit Office continues to emphasise that we must remain disciplined at this crucial time, if we are to maintain our long-term goal of driving forward continuous improvement of key services, though this becomes increasingly harder to achieve with such severe financial pressures.
- 3.6 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, equitable and fair revenue budget for the financial year ending the 31st March 2017. This must involve an approach which publicly demonstrates sound financial stewardship; which does not take unnecessary risks; which maximises income generation; and which delivers the services that are needed and we can afford, as well as protecting as many jobs as possible.
- 3.7 For many years we have incorporated the key principle of continuing to deliver significant levels of efficiency savings which have protected jobs and services. This has meant the removal of an "efficiency" sum of over £70M from our base budget. Whilst efficiencies will still be delivered, the level that can be implemented without impacting on front line services has to be set realistically into the medium term.

3.8 Following the establishment of the overall financial position, the Cabinet, assisted by Chief Officers was able to commence initial work on it's budget strategy for 2016/2017. The broad objectives of next year's proposed strategy are to:

- (i) Support the delivery of our key strategic priorities, particularly around the need to build a strong economy, promote people's independence and create a County Borough where people are proud to live and work;
- (ii) Retain the support of the Wales Audit Office for the approach the Council has adopted to securing strong financial management;
- (iii) Continue with the delivery of our key services and protect as many local jobs as possible even with diminishing financial resources; and
- (iv) Take a responsible attitude towards agreeing the level of the Council Tax.

4.0 THE 2016/2017 LOCAL GOVERNMENT SETTLEMENT

4.1 On the 9th December 2015, the Minister for Public Services (Leighton Andrews AM) announced the provisional 2016/2017 local government settlement. The Minister's statement and key data table is attached at Appendix 1.

4.2 The "headlines" of the provisional 2016/2017 settlement are as follows:-

- a. The overall reported decrease in Revenue Support Grant (RSG) and Non-Domestic Rates funding for 2016/2017 (of unhypothecated funding) at an all Wales level, is -1.4%.
- b. The provisional settlement for Rhondda Cynon Taf, shows a decrease of -0.9% which is better than the average of -1.4%. Settlement figures across the twenty two local authorities in Wales range from at best -0.1% to at worst -4.1 (no 'floor' protection has been included for 2016/17).
- c. The settlement includes a 'transfer in' of £31.1M of funding previously provided through the Outcome Agreement Grant. The share for Rhondda Cynon Taf is £2.467M.
- d. The settlement includes reference to additional funding for Social Services (£21M at an all Wales level) and Education (£35M at an all Wales level), with the latter linked to a protection requirement of 1.85% for 2016/17.

- e. The settlement contains no indication of future year indicatives i.e. 2017/18 and beyond.
 - f. We are still awaiting details on some specific grants.
 - g. The Council's General Capital Funding allocation is increased slightly by 0.04% (£0.005M) to £11.159M.
- 4.3 On the 10th February 2016 the Minister for Public Services (Leighton Andrews AM), published an updated Provisional Settlement for 2016/17. This did not materially change the grant available for this Council with an amendment providing £0.006M additional resource in 2016/17. The Minister's statement and key updated data table is attached at Appendix 1A.
- 4.4 Given the timing of the UK Government Spending Review, the notification of the Provisional Settlement was delayed until December for this budget round with the Final Settlement not due to be confirmed until the 2nd of March 2016 (notification on the 2nd March 2016 with Welsh Government formal consideration and hopefully approval on the 9th March 2016). As such, budget strategy assumptions will be set on Provisional Settlement figures at this stage, with any adjustments made at Final Settlement stage being dealt with by means of an adjustment to the level of the use of Transitional Funding pre the statutory deadline of the 11th March 2016, plus any such implications factored into the Council Tax resolution for 2016/17.

5.0 RECENT BASE BUDGET UPDATES

- 5.1 Budget assumptions used in compiling the "Base Budget" for the Council are constantly being reviewed and updated. In recent weeks a number of adjustments have been identified that will impact on the estimated budget requirement for 2016/2017. These are:
- a. *Fire Service Levy* - The Fire Service Levy has increased by £0.057M for 2016/17 (0.53% uplift) which is £0.157M less than the original assumption (2% uplift) used in the budget modelling (notification letter received 23rd December 2015). This reduction reflects changing population levels and a lower than anticipated increase in the fire service levy chargeable for 2016/17.
 - b. *Expressions of Interest Exercise 2015/16* – During 2015/16 a further exercise was undertaken inviting expressions of interest from staff who wished to consider opportunities for voluntary retirement / redundancy, reduced hours and flexible retirement. As a result, services have been able to restructure teams and deliver efficiencies. These are in addition to the base efficiency targets and any reductions linked to the implementation of agreed service

changes. Employee cost reductions will deliver base budget savings of £1.682M for 2016/17.

- c. *Waste Services* – The agreement of the Residual Waste contract in 2015/16 has delivered net savings projected to be approximately £0.750M in 2016/17.
- d. *Ongoing reassessment of base budget pressures* – As part of updating the base budget assumptions over recent weeks, changes have been made in cost and risk calculations and in particular, this has resulted in lower estimated cost pressures within Children’s Services. Quarterly performance reports have indicated continued success in mitigating risk associated with the costs of Looked After Children, in particular, through a more favourable commissioning mix of placements. A review has concluded that action can be taken to lower the assumptions around 2016/17 pressures within the service, reducing the additional base requirement by £0.600M in 2016/17.
- e. *Miscellaneous Items* - During 2015/16, a number of changes were made operationally that will deliver base budget savings in 2016/17. These include changes in arrangements for the Dog Pound Service and Crematorium services. The total of these changes reduces base budget requirements by £0.025M in 2016/17.

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

Table 1: Recent Base Budget Updates Impacting on the 2016/17 Base

	£M
Fire Service Levy	0.157
Expressions of Interest Exercise	1.682
Waste Services	0.750
Ongoing Reassessment of Base Budget Pressures	0.600
Miscellaneous Items	0.025
Total Reduction in Base Budget Requirement	3.214

6.0 THE FINANCIAL IMPLICATIONS OF THE 2016/2017 SETTLEMENT FOR RHONDDA CYNON TAF

6.1 The settlement indicates that our 2016/2017 RSG and NDR funding will total £353.775M.

6.2 In anticipation of the 2016/2017 local government settlement, the Council's service managers have constructed base budget requirements for next financial year. Those initial calculations provided for:-

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

6.3 The position reported to Council (16th December 2015) at the Provisional Settlement stage indicated a budget gap of £17.515M. This position assumed a modelled 3% Council Tax increase and an updated tax base. Taking account now of the recent base budget updates summarised in Table 1, plus the updated Provisional Settlement (10th February 2016), the budget gap has now reduced to **£14.295M** (a net reduction of £3.220M).

7.0 DEVELOPING AN EQUITABLE, DELIVERABLE AND BALANCED BUDGET FOR 2016/2017

7.1 It will not be easy for us to develop an equitable and deliverable revenue budget strategy given the -0.9% cut in funding from the Welsh Government and the significant pressure upon many of our services together with a limited ability to increase Council Tax income, and a low tax base. Within these parameters, we will therefore need to take appropriate decisions to ensure that next year's budget is equitable for all, does not compromise our financial stability, and if at all possible protects as many key services and safeguards as many jobs as we can.

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

7.3 Every year, there are certain corporate financial provisions that must be "top sliced" locally, before service budgets can be allocated. Next year will be no different. There will be a requirement for:

- a) A provision to meet levies from External Bodies;
- b) A provision for Capital Charges;

- c) A provision for all other “Miscellaneous Finance” items (Audit Fees, Insurance Costs, Bank Charges, etc.) which are non-specific to any particular Service Group; and
- d) Resources to fund the Council Tax Reduction Scheme.

7.4 After setting aside appropriate sums for corporate financial requirements, Members can then fully assess the issues and opportunities for the budget as a whole.

Council Tax Levels

7.5 This Council has always acted reasonably when setting its Council Tax, balancing the impact upon services and the ability of the public to pay acknowledging that those eligible, will receive support through the Welsh Governments Council Tax Reduction Scheme (CTRS). For 2015/2016 Members agreed an increase of 3.8%. Mindful of the impact that austerity cuts are having across all of our communities, the proposal is to increase Council Tax in 2016/17 by 2.75%, that is below the 3% modelled in the initial budget gap calculations and more than 1% lower than the increase in 2015/16. Lowering the increase to 2.75% will add £0.181M to the budget gap for 2016/17, hence the updated gap becomes **£14.476M**.

7.6 This proposed increase of 2.75% equates to 69p per week for someone living in a Band D property, and 46p for a person living in a Band A home. 43% of properties in Rhondda Cynon Taf are Band A.

7.7 Members will be aware that the costs of the CTRS associated with increases in Council Tax levels and changes in caseload impact on the net income generated through any increase in Council Tax. A 1% increase in Council Tax will generate an additional income for the Council of £963k (at current tax base levels), but will also cost £239k in additional CTRS requirements. It therefore follows that a 1% increase generates a net additional income of £724k, or stated another way, one quarter of any Council Tax increase is lost to support the increased costs associated with the Welsh Governments CTRS.

7.8 Whilst the focus for this report is predominantly on 2016/17 and an initial net “funding gap” of some £14.476M, this gap is projected to rise over the three years to 2018/19 to an estimated £57M if our base budget is not reduced. In relation to next financial year initially, it is proposed that this exercise is dealt with in two parts – firstly, setting the schools budget, and secondly assessing the options for filling any remaining gap for 2016/2017.

Schools Budget (ISB)

7.9 Members have always viewed our schools as being a key priority and have ensured that they have been treated favourably in comparison

with other council services. The Council also has to give due regard to the direction by Welsh Government to protect Schools by requiring a funding increase of 1.85% for 2016/17 as compared to a decrease of - 0.9% faced by the Council as a whole. This protection is applied in full against the initial school budget base requirements where full costs of pay inflation and other running costs have initially been assumed. The result of providing a 1.85% uplift plus additional funding for pupil number increases is that the overall schools budget for next year will increase from £141.8M to £144.9M, that is, an increase of £3.1M year on year. This will see our schools treated far more favourably than other Council services whilst at the same time reducing the overall school budget requirement by £2.323M, leaving a remaining overall budget gap for the Council of **£12.153M**. Schools will not be required to contribute to the Council's general efficiency targets.

Dealing With The Remaining Revenue Budget Gap

- 7.10 This Council has taken a proactive approach to dealing with the austerity cuts it has faced in recent years. The planned approach to identify robust business cases for service change has a proven track record and has meant that budgetary control has remained effective in year. This approach is felt to be the right one and we will again adopt a similar strategy for 2016/17.
- 7.11 Following careful consideration, the following approach is recommended:
- a. *Efficiencies* – The Council has successfully delivered over £70m in efficiency savings over the last 10 years or so. Whilst the generation of efficiency savings becomes increasingly difficult over time, new technology, collaboration and new ways of working are examples of where such gains can still be delivered. As in previous years, services have been tasked with identifying 'general' base efficiency savings. In total, efficiency savings amounting to £6.350M are being targeted for 2016/17 (in addition to the £1.682M expressions of interest exercise highlighted earlier in paragraph 5.1b).
 - b. *Fees & Charges* - The budget strategy for 2014/15 agreed to increase fees and charges by, on average, 3% above RPI for four years, that is to 2017/18. A report will be presented to Members shortly setting out in detail the general uplift to fees and charges for 2016/17.
 - c. *Social Care Transformation Programme* –This Council has always prioritised the needs of the most vulnerable in our communities and continues to do so. During 2015/16 Members will be aware that a programme of change/improvement has been instigated across Social Care Services, linked to the requirements of the Social Services and Wellbeing Act and driven by the leadership's focus on

prevention and early intervention, maximizing independence and reducing dependency where appropriate. This shift from crisis intervention to an approach that is about working with people to find appropriate solutions will ensure that where an intervention is needed, it will be proportionate and timely and will support people who need care and support and carers who need support to achieve their personal outcomes. People (children, adults and carers), their families and their communities are rich assets, and are at the centre of the Social Services and Wellbeing Act. Continuing to work with people, communities and all our partners will be key to delivering well-being and unlocking the potential for creativity which will ensure even more effective use of all of the available resources. As well as delivering better outcomes for individuals this approach has already delivered underspends in the current year that have been reported to Members as part of the quarterly performance reports. This direction of travel will continue in 2016/17 and will include implementing new operating models for Adult and Children's Services, it will seek to reduce high cost accommodation placements and arrangements and will deliver more efficient and effective services. In financial terms the programme is projected to deliver £2.985M of savings in 2016/17.

- d. *Further Management Cost Savings* – Management cost savings have been actioned in 2015/16 that will feed through to 2016/17 allow a further £0.123M of savings to be included in the budget strategy for 2016/17.
- e. *Service Changes / Cuts*– Service changes have been agreed and implemented throughout the year as part of the Council's proactive approach to the financial challenges faced over the medium term. Decisions on four service change proposals were recently taken by Cabinet on the 4th February 2016. These related to proposals in respect of the Library Service, the Youth Engagement and Participation Service, Supported Bus Routes and Day Nurseries. For each, the decision taken is summarised below:

Library Service:

Library Service - Service Change	Saving £'000
Reduction in number of Reference & Information Service Librarians	37
Reduce overall weekly opening hours of branch libraries to 31.5 hours per library	46
Reduce the Book Fund by 15% (N.B. <i>the proposal as consulted upon was to cut the Book Fund by 25%</i>)	53
Reduce the Mobile Libraries from 4 to 3 retaining a 2 weekly rota	37
Remove Community Learning Worker post (part time)	7
Reduce expenditure on magazines and newspapers purchased	6
Total	186

Youth Engagement and Participation Service

Youth Engagement & Participation Service - Service Change	Saving £'000
The number of core funded YEPS staff per cluster is reduced from 2 x FTE to 1.5 x FTE	303
Management arrangements are reviewed and reduced to reflect the reductions in frontline service delivery	43
Total	346

Supported Bus Routes

Supported Bus Routes – Service Change	Saving £'000
None of the proposals as consulted upon are to be taken forward (i.e. no reduction to Council subsidised local bus routes)	0
Total	0

Day Nurseries

Day Nurseries - Service Change	Saving £'000
Review and rationalise existing staff contracts and rotas to ensure optimum resource levels are attained and service flexibility assured (Minimum requirement)	Eliminates risk of overspend
Cease provision of 'fee paying' childcare places and provide Flying Start only services at Aberaman, Tylorstown and Tonyrefail day nurseries.	62
Close Llantrisant Nursery	63
Total	125

Service changes agreed on the 4th of February 2016 will in total deliver full year revenue savings of £0.657M. For the 2016/17 budget strategy, it is assumed that some implementation timescales may go beyond the 1st April 2016 and as such, prudently for 2016/17, an assumed full implementation from the 1st of June 2016 has been included in the strategy (savings therefore of £0.548M).

- f. *Medium Term Financial Planning and Service Transformation Reserve (Transitional Funding)* – Whilst significant service changes and cost reduction measures are already in place for 2016/17, it is recognised that further in year decisions are necessary to close future year budget gaps. The notion of an annual budget setting process no longer exists and experience from 2015/16 indicates that a proactive and ongoing approach to identifying and implementing service changes is the right and most effective approach to take. In doing so, we are able to replenish transitional funding in year and secure base budget savings in the following year. As previously indicated, we have a “Medium Term Financial Planning and Service Transformation Reserve” that provides the tool, albeit short term and one off in nature, for such an approach and this equates currently to £6.702M. To address the current budget deficit, it is proposed that an allocation of £2.147M is made from this reserve for 2016/17. Whilst this balances the budget for 2016/17 (subject to any variations in the Final Revenue Support Grant and / or other specific grants) this would only leave £4.555M in the reserve (subject to the year end assessment of reserves post March 31st 2016). Use of £2.147M of one off funding is £2.249M less than that required for the current year and processes are now well embedded to ensure that savings are achieved in year and this reserve continues to be replenished.

7. 12 In summary, Table 2 lists the proposals recommended to close the remaining budget gap for 2016/17, that will deliver a balanced budget for next year:

Table 2 : Budget Strategy Proposals 2016/17

	£M	£M
Budget Gap		12.153
Strategy Proposals:		
General Efficiencies	(6.350)	
Social Care Transformation Programme	(2.985)	
Management Cost Savings	(0.123)	
Service Change Decisions (4th Feb 2016)	(0.548)	
		(10.006)
Remaining Budget Gap		2.147
Use of 'One Off' Funding		
Medium Term Financial Planning & Service Transformation Reserve		(2.147)
Total		0.000

8.0 **SERVICE PRIORITIES**

8.1 Even within this period of significantly reducing resources and hence financial pressure on all services, this Council remains committed as far as it possibly can to continue to deliver its key services, stronger communities and social justice. The Council's draft Corporate Plan 2016-2020 sets out that our key purpose is to provide a County Borough that has high aspirations, is confident and promotes opportunity for all.

8.2 However, we must deliver our objectives within the parameters of next year's local government settlement. For next year and into the medium term any available resources should be targeted at key service areas. Part of our General Budget Consultation exercise (explained further in Section 8) has been to test the appropriateness of our key strategic priorities around the themes of:

- *Economy* – building a strong economy
- *People* – promoting independence and positive lives for everyone
- *Place* – creating neighbourhoods where people are proud to live and work

8.3 In addition to our revenue base budget requirements, opportunities have also been taken to deliver investment in key strategic areas through one off funding being made available. Council on the 28th of October 2015 agreed an investment programme of nearly £12M and this will have a positive impact in key priority areas. We will continue to review opportunities for further investment, where this can deliver significant benefits for residents and / or support revenue budget savings where 'spend to save' business cases can be demonstrated.

9.0 THE 2016/2017 GENERAL BUDGET STRATEGY CONSULTATION PROCESS

9.1 As well as consulting on specific service change proposals, the Council has also been keen to consult with the public and other interested stakeholders on its general budget strategy and how services are delivered. As Members are aware, the Council has undertaken a number of public engagement initiatives as part of its 'RCT Together' programme that have increased significantly the opportunities for residents to not only have their say on what matters to them but also for them to submit ideas and proposals on how services could be delivered differently.

9.2 A new approach was adopted for the budget consultation exercise this year, with a budget simulator being used to allow residents to interactively consider budget options. In addition, we also held roadshow events at Pontypridd, Treorchy and Aberdare, and our key stakeholders were engaged including Scrutiny Committee Members, council employees, the School Budget Forum and the Older People's Advisory Group.

9.3 The general budget consultation also incorporated the requirements to consult on discretions available locally for the Council Tax Reduction Scheme (which was used to inform the Council's decision on its scheme for 2016/17 that was considered by Council on the 27th January 2016) as well as views on the Council's draft corporate priorities going forward as part of its updated plan for 2016 to 2020.

9.4 The general budget consultation ran from the 16th of December 2015 to the 18th of January 2016.

9.5 A further enhancement to the budget engagement and consultation process this year was to submit the draft strategy to pre scrutiny so that non executive members were able to examine proposals and help shape their development before Cabinet consider the detail. A request was made at the Finance & Performance Committee on the 6th of January 2016 to have an opportunity to pre-scrutinise budget strategy proposals. This was agreed and the Finance and Performance Scrutiny Committee undertook pre scrutiny of the Budget Strategy proposals and consultation feedback at their meeting on the 27th January 2016.

- 9.6 Attached at Appendices 2, 3 and 4 respectively are the results of the consultation exercises for 2016/17 (general consultation, Scrutiny and School Budget Forum Feedback) and at Appendix 5, the views of the Finance & Performance Scrutiny Committee as part of pre-scrutinising the options set out for Cabinet are also attached for review.

10.0 THE 2016/2017 MACRO REVENUE BUDGET

- 10.1 In arriving at a strategy for 2016/2017, the Cabinet has taken into consideration its key commitments, its views on service delivery and relevant charges for services and the need to minimise the tax burden on local residents. Consequently, and after careful deliberation, the Cabinet has concluded that it can devise a balanced revenue budget which will meet all of the fundamental requirements of its preferred strategy **and** set the Council Tax increase for next year at **2.75%**.
- 10.2 Table 3 below illustrates how the revenue resources available to the Council could be utilised, in order to restrict the Council's 2016/2017 Council Tax increase to 2.75%:

Table 3: Suggested Resources in 2016/2017

	£M
2016/2017 Net Revenue Spending	454.831
LESS: Revenue Support Grant & NDR Contribution	(353.775)
Sub total	101.056
LESS: Release of Earmarked Reserves	(2.147)
To be met from Council Taxpayers	98.909

10.3 Table 4 below, shows the overall effect on services of applying the principles of the Cabinet's recommended 2016/2017 budget strategy.

Table 4: Application of the 2016/2017 Outline Budget Strategy

BUDGET REQUIREMENTS	2015/16	2016/17	Increase / (Decrease)
	£M	£M	£M
<u>Corporate Requirements</u>			
Capital Financing	23.364	22.977	(0.387)
Levies	11.406	11.382	(0.024)
Council Tax Reduction Scheme	23.897	24.554	0.657
Miscellaneous	13.807	15.291	1.484
	72.474	74.204	1.730
<u>Individual Schools budget (ISB)</u>			
Individual Schools Budget	141.846	144.922	3.076
<u>Other Council Services</u>			
Community & Children's Services	137.712	133.971	(3.741)
Corporate and Frontline Services & Chief Executive's Division	72.222	71.225	(0.997)
Education & Lifelong Learning Services	32.240	30.509	(1.731)
Net Revenue Spending	456.494	454.831	(1.663)

11.0 SPECIFIC GRANTS

11.1 For next year, the Welsh Government is to provide over £750M in Specific Grants to Welsh Local Authorities.

11.2 The Cabinet, of course, are mindful of the opportunities that are likely to accrue, by the Council attracting specific grants to supplement its base revenue budget. Whilst specific grants dilute local accountability, the fact remains that in attracting such funding, it allows us to undertake projects that otherwise we may have had to defer, or cancel.

- 11.3 By their nature, specific grants tend to be time-limited, and involve an assessment process. It is important, therefore, that any specific grant funded programme complements the Council's locally determined priorities. In addition, even if they are initially successful in attracting specific grants, authorities are restricted in their ability to confidently forward plan, as they have no guarantee of ongoing (specific grant) funding. Consequently, because specific grants are time limited it is vital to develop appropriate "exit strategies".
- 11.4 The allocation of specific grants remains a key feature of the Welsh Government's annual local government settlements, albeit the WG is committed to reduce such hypothecation.

12.0 EQUALITY IMPACT ASSESSMENT

- 12.1 In developing these proposals an Equality Impact Assessment (EIA) has been undertaken to ensure that:
- i the Council meets the requirements of the Public Sector Equality Duties; and
 - ii due regard has been taken of the likely impact of the decision in terms of equality and discrimination.

13.0 CONCLUSIONS

- 13.1 The Council's overall financial position remains sound, with the level of General Reserves maintained at the minimum level of £10M.
- 13.2 The Minister for Public Services (Leighton Andrews AM), announced the 2016/2017 Provisional local government settlement on the 9th December 2015 with this Council's reduction in resources set at -0.9%.
- 13.3 The Cabinet's proposals properly address the corporate financial requirements of the Council and, after allocating an adequate financial uplift to the Individual Schools Budget, the sum £235.705M would remain to fund all other services in 2016/2017. This resource can then be used to adequately fund the cost of our services and to support our key priorities.

- 13.4 The Cabinet has recommended setting 2016/2017 revenue spending at a level that will result in a Council Tax increase of 2.75%, for the financial year ending the 31st March 2017.
- 13.5 Whilst the Council's overall financial position remains sound, its level of General Fund Balances are not excessive. The Council must, therefore, retain its focus on holding a minimum level of General Fund Balances of £10M, in order to mitigate any risk of future budget instability. There is though the opportunity to pragmatically use the Medium Term Financial Planning and Service Transformation Reserve as transitional funding (totalling £2.147M for 2016/17) without prejudicing the Councils financial stability, or reducing our General Fund Balances below £10M.
- 13.6 There remains a need for positive and proactive management from senior officers and clear direction from Members to produce a financially sustainable budget into the medium term in what continues to be an extremely challenging financial climate.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2015-2016

**COMMITTEE:
COUNCIL**

23rd March 2016

Item No: 11
THE COUNCIL'S THREE YEAR CAPITAL PROGRAMME 2016/17 - 2018/19

REPORT OF THE CABINET

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

1.0 PURPOSE OF REPORT

1.1 This report sets out the Council's proposed Capital Programme for 2016/17 to 2018/19, following the local government settlement for 2016/17.

2.0 RECOMMENDATIONS

It is recommended (subject to Cabinet approval on the 17th March 2016) that Members:

- 2.1 Note the detail of the final 2016/17 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 Government (WG). Details of the allocation for 2016/17 are shown at Appendix 1. The level of funding has decreased by over £6m since 2010/11 as shown below:

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

- 3.2 This amount, together with estimated Capital Receipts and the utilisation of Capital Reserves, represents the Council's 'Core' capital funding.
- 3.3 WG has not provided any indication of funding levels for 2017/18 and 2018/19.

4.0 ROLLING ON THE EXISTING 'CORE' THREE YEAR PROGRAMME

- 4.1 The existing programme for 2016/17 and 2017/18 proposed the use of £15.934M of 'Core' funds. The 'Core' three year programme is funded from WG support, Capital Receipts and Capital Reserves.
- 4.2 In recent years we have continued to maintain our core programme at £15.934M per year, albeit with the recognition that the three year programme could have resulted in a shortfall in resources (subject to the levels of capital receipts being generated).
- 4.3 In setting the new programme the opportunity has been taken to review amounts of uncommitted slippage across a number of areas alongside the new three year allocations which are now being proposed. As a result, £3.700M of uncommitted slippage has been removed from the new programme. Even with this removed, there is still a potential shortfall in resources of £0.592M over the full three years of the new programme, however this is lower than the £1.900M potential shortfall at the time of setting the current three year programme.
- 4.4 At this stage and given the uncertainties, it is therefore proposed to maintain the core programme at the existing level with the requirement for us to continue to review and challenge any commitments made into years two and three, to robustly monitor capital receipt projections and to position ourselves to respond as greater certainty emerges.
- 4.5 A review of the current 2016/17 and 2017/18 programme shows that of the projected core spend of approximately £33.375M, only £0.702M is currently contractually committed to be spent.

4.6 Section 5 below details the proposed core programme for 2016/17 to 2018/19 at £15.934M per annum. This continues to represent a significant investment of almost £48M over the next 3 years.

4.7 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 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 2016/17 – 2018/19

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

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

5.2 The latest Council Performance Report (Quarter 3, as at the 31st December 2015) projects full year capital spend of £33.296M for Corporate and Frontline Services, the Chief Executive's Division and Corporate Initiatives in 2015/16.

5.3 The total resources for 2016/17, as outlined in the proposed three-year Capital Programme is £35.180M (of which £24.205M relates to Corporate and Frontline Services, £2.450M to Corporate Initiatives and £8.525M to the Chief Executive's Division).

CORPORATE AND FRONTLINE SERVICES

5.4 The "Corporate Plan – Investment Priorities", as reported to Council on 10th March 2016, identified additional investment in Corporate and Frontline Services in the following areas:

- Transport Infrastructure - £1.000M
- Highways Infrastructure Repairs - £3.500M
- Waste Recycling Centre (Dinas) - £0.150M
- Flood Alleviation - £0.300M
- ICT Infrastructure - £0.500M
- Town Centres / Village Centres - £0.300M

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

HIGHWAYS, TRANSPORTATION & STRATEGIC PROJECTS

Highways Technical Services

- 5.5 A budget of £11.849M (2016/17) is to be allocated to the next phase of the Council's Highways Improvement programme and in doing so support one of the Council's Corporate Plan Priorities: 'Place – creating neighbourhoods where people are proud to live and work.
- 5.6 £5.168M has been allocated to road surface treatments and resurfacing schemes.
- 5.7 £0.045M has been allocated for improvements to the Council's Car Parks.
- 5.8 £2.940M has been allocated to Structures to address major structural repairs.
- 5.9 £1.964M has been allocated to enhance the present programme associated with the replacement and upgrading of the Council's life expired concrete & steel lighting columns supplied via overhead lines. The allocation also includes funding to reduce streetlighting energy costs by converting existing lighting units to light emitting diode (LED) units.
- 5.10 £0.140M has been allocated to implement a programme associated with the testing/repairing of the Council's safety barriers/fencing infrastructure.
- 5.11 £0.762M has been allocated for the upgrading of the Council's adopted footway network.
- 5.12 £0.010M has been allocated for improvements to disabled access on the highway.
- 5.13 £0.520M of additional capital resources has been allocated for essential Highway Improvement repairs.
- 5.14 £0.300M of additional investment has been allocated to enhance the Council's ability to provide attractive town centre environments, particularly street furniture, railings, bus shelters, public toilets and bus stations.

Strategic Projects

- 5.15 In recent years the following grants have been made available by WG for delivery of projects on the transportation network. These include Transport Grant, Local Transport Fund, Road Safety Grant and Safe Routes to School Grant. At the present time guidance has been issued

and bids submitted for 2016/17 funding. It is anticipated that available grants will be confirmed during March 2016.

- 5.16 Capital investment in the transportation network is also delivered from new developments. Funding can be from developer contributions, S106 agreements and transport tariff. It was reported in 2015 that the A4119/A473 Roundabout improvement, Talbot Green will be developed and delivered over 2015/16/17 by this means. Scheme development is well advanced with site clearance and ground investigation completed. Works should commence on the main signalisation improvements during the summer of 2016 and will be completed ahead of associated and adjacent town centre developments opening.
- 5.17 WG allocated £62M of funding for expenditure by the end of March 2016 for development and delivery of Metro Phase 1. The schemes below are being delivered by RCT as part of the Phase 1 programme and will achieve full spend by the end of the financial year:
- Upper Boat A470 Gyratory improvements – Phase 2
 - Sardis Road Gyratory Improvements
- 5.18 The following project, which commenced late due to complications with Network rail approvals required for works to the station platform and has been affected by the adverse weather in Dec/Jan, will achieve significant expenditure in this financial year with some slippage into 2016/17. This slippage has been notified to the Welsh Government with no adverse comment.
- Porth Park & Ride (Rail)
- 5.19 RCT is engaged in proposals to develop a City Deal which is envisaged to bring forward a number of capital projects, including Phase 2 of the Metro. The precise content and programme of City Deal projects and Metro Phase 2 is yet to be determined and therefore the implications for RCT and our potential involvement in capital delivery will be reported when this becomes clear.
- 5.20 The RCT Flood Risk Management Plan (FRMP) has now been published in accordance with the Flood Risk Regulations. Flooding continues to be investigated with flood alleviation projects subsequently developed and agreed with WG. Areas with a high risk of flooding may benefit from 85% funding from WG and the RCT Capital allocation is generally utilised as the 15% match funding for larger projects. The RCT Capital allocation is also used for minor flood alleviation schemes not eligible for grant. It is anticipated that flood alleviation scheme development will be progressed in the areas indicated as high risk in the FRMP and where historical flooding has been recorded.

5.21 The Traffic Management Capital Programme consists of the core capital allocation, WG grants and Developer contributions. The Council's core allocation will be used for:-

- Traffic Regulation Orders – Speed Limit Changes
- Traffic Regulation Orders – Various small scale
- Minor Schemes (Signs and Lines)
- Collision Cluster Analysis
- Residents Parking
- Remedial Works from Safety Audits
- Scheme Development (for WG funding)

5.22 A separate report on the detail of proposed schemes for Highways, Transportation & Strategic Projects will be presented to Members shortly.

FLEET

5.23 The 3 year rolling programme for replacement vehicles continues. The 3 year allocation is £7.708M.

CHIEF EXECUTIVE'S

Regeneration & Planning

5.24 The Council's Capital Programme continues to provide a long term funding commitment to the economic regeneration of the County Borough and in doing so supports one of the Council's Corporate Plan Priorities: 'Economy – Building a strong economy'

5.25 In addition to the above, sustained investment has been maintained across a range of funding streams, supported by external funding, 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.

5.26 Following the successful completion in Pontypridd of the National Lido of Wales and the ongoing regeneration of the Taff Vale Development site, the Council will continue to deliver the Vibrant and Viable Places Programme in the Pontypridd settlement area. The programme consists of the following projects which are delivered in partnership by the Council, Third Sector organisations and the private sector:

- Homes Above Retail Premises
- Homestep Plus
- Heat and Save Ponty
- Regenerating Lady Windsor Colliery
- The YM Centre of Creativity and Wellbeing

- Townscape Enhancement Programme +

5.27 The programme of regeneration projects will add value to the significant regeneration investment that has already taken place and will act as a catalyst for further regeneration activity in the area.

CORPORATE INITIATIVES

5.28 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.

5.29 The "Corporate Plan – Investment Priorities", as reported to Council on 10th March 2016, identified additional investment in Corporate Initiatives in the following area:

- Council Wide Energy Efficiency - £1.050M

This additional investment is included in the figures presented in Appendix 3c (in addition to existing resources).

EDUCATION AND LIFELONG LEARNING DIRECTORATE

5.30 The latest Council Performance Report (Quarter 3, as at the 31st December 2015) projects full year capital spend of £37.134M for Education and Lifelong Learning in 2015/16.

5.31 The total resources available to Education and Lifelong Learning for 2016/17, as outlined in the proposed three-year Capital Programme is £56.557M.

5.32 The "Corporate Plan – Investment Priorities", as reported to Council on 10th March 2016, identified additional investment in Education and Lifelong Learning in the following area:

- Schools - £2.000M

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

SCHOOLS

5.33 Throughout 2016/17, the Council will continue to deliver its long term modernisation programme of capital investment supported with Council funding and WG long term strategic '21st Century Schools and Capital Investment Programme' and in doing so support one of the Council's Corporate Plan Priorities: 'Economy – Building a strong economy'. The

following schools are key projects included in the overall strategic programme:

- Aberdare Community School development – This project entailed building a new 11-19 secondary school with a capacity for 1,600 pupils on the Ynys site in Aberdare with community sporting and leisure facilities funded by Rhondda Cynon Taf Council. The school opened in spring 2015 and the external sports facilities are scheduled for completion in 2016/17.
- Y Pant Comprehensive School - This project entails the building of a new block housing new classrooms, additional specialist accommodation to replace all temporary dilapidated classrooms, the refurbishment of some existing buildings and new external sports facilities.
- Llwynyrwn Primary School - The project is to facilitate the demolition of the existing dilapidated junior block with the construction of a new building together with additional capacity to cater for proposed housing development and specialist facilities for pupils with additional learning needs.
- Hawthorn High School – This project is the refurbishment of existing swimming pool and external school changing rooms to provide upgraded facilities for the school and the wider community, providing opportunities to improve their Health and Well Being.
- Reorganisation of Primary and Secondary Schools and sixth form provision in the Rhondda Valleys and Tonyrefail – This project involves providing a step change and the creation of a mixed economy of 3-11, 3-16, 11-16, 11-19 and 3-19 schools together with transforming sixth form provision. This project will have a significant impact on provision for over 7,000 pupils in the Rhondda. In summary the individual projects are as follows:
 - The refurbishment of existing buildings and improved on-site traffic management, together with a new build to house the primary aged pupils at Porth County Community School to create a new 3-16 community primary school.
 - A new 3-19 school for Tonyrefail with the demolition of all but the Grade II listed building and improved new external sports facilities.
 - The refurbishment of existing buildings and improved on-site traffic management, together with a new build to

house the primary aged pupils at Tonypany Community School to create a new 3-16 community primary school.

- A new science block and remodeling of Treorchy Comprehensive School to expand sixth form provision and improve on site access and parking.
- A new five classroom extension block, together with the refurbishment and remodeling of the existing junior block at Treorchy Primary School.
- The refurbishment of Tonyrefail Primary School to provide improved accommodation for YGG Tonyrefail.
- The refurbishment of Llwyncelyn Infants School and YGG Llwyncelyn to create improved and extended facilities for YGG Llwyncelyn.
- Minor refurbishment/redecoration to Ferndale Community 11-16 school.

PLANNED MINOR CAPITAL WORKS

- 5.34 The planned minor capital works programme allocation for 2016/17 is £6.896M. This includes £4.730M of core capital funding (including slippage) and £2.166M of revenue funding. The allocation includes an on-going rolling programme for kitchen refurbishments, window & door replacements, essential works, electrical rewiring, fire alarm upgrades, toilet refurbishments, DDA compliance works, boiler replacement, roof renewal, improvements to schools, asbestos remediation works and IT hardware/software & licences.
- 5.35 A supplementary report detailing proposals of work for consideration within the above mentioned programme will be presented to Cabinet shortly

COMMUNITY AND CHILDREN'S SERVICES

- 5.36 The latest Council Performance Report (Quarter 3, as at the 31st December 2015) projects full year capital spend of £13.224M for Community and Children's Services in 2015/16.

- 5.37 The total resources available to Community and Children's Services for 2016/17, as outlined in the proposed three year Capital Programme, is £10.552M.
- 5.38 The "Corporate Plan – Investment Priorities", as reported to Council on 10th March 2016, identified additional investment in Community and Children's Services in the following areas:
- Play Areas - £0.200M
 - Empty Property Grants - £1.500M
 - Outdoor Leisure Facilities - £0.500M

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

COMMISSIONING, HOUSING & BUSINESS SYSTEMS

- 5.39 The programme for Commissioning, Housing and Business Systems includes a budget of £0.550M in 2016/17. This will continue to fund the essential refurbishment and improvement works to the Council's Adult & Children's Services establishments, including asbestos costs, in line with care standards and health & safety legislation. Also included in this budget are the additional costs associated with Telecare Services. This investment will support one of the Council's Corporate Plan Priorities: 'People – Promoting independence and positive lives for everyone'.

PRIVATE SECTOR HOUSING

- 5.40 The proposed Private Sector Housing programme reflects an investment of £6.868M in 2016/17. This will be utilised to support services such as Disabled Facilities Grants, Maintenance Repair Assistance Grants and Renovation Grants Exceptional Circumstances and in doing so support one of the Council's Corporate Plan Priorities: 'People – Promoting independence and positive lives for everyone'. This programme also includes the Community Regeneration budget which provides grants to support a number of initiatives underpinning the affordable warmth and energy efficiency agenda and the Housing and Health Action Area (Tylorstown).

PUBLIC HEALTH AND PROTECTION

- 5.41 The Public Health and Protection programme has a budget of £3.134M in 2016/17. This budget is allocated across the ongoing rolling programmes for Parks Improvements, Cemeteries and Community Safety measures. Also included in this budget is an allocation for investment and improvement works at Leisure Centres and Play Areas. These areas of investment support the Council's Corporate Plan Priorities: 'Place – Creating neighbourhoods where people are proud to live and work' and 'People – Promoting independence and positive lives for everyone'

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 the Council's Corporate Plan Priorities, where relevant.
- 6.2 This report sets out the capital investment priorities for the Council through to March 2019. Notwithstanding the necessity to reduce our core programme in recent years as a consequence of WG funding reductions, it still represents an ambitious and significant level of investment (£198.466M) over the next 3 years.
- 6.3 The programme includes some element of slippage but this is subject to changes when the 2015/16 accounts are finalised. Any changes to slippage will be reported to Members in the quarterly performance reports.
- 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 2016/17.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2015/16

**COMMITTEE:
COUNCIL
27th April 2016**

Item No.
MEDIUM TERM SERVICE PLANNING - UPDATE
COUNCIL REVENUE BUDGET 2016/17

**REPORT OF:
THE CABINET**

Author: Mr. Chris Lee, Group Director Corporate
& Frontline Services

Tel: (01443) 424026

1.0 PURPOSE OF THE REPORT

1.1 This report provides an update on the financial impact on the Council's revenue budget of the decision taken not to implement the change in the Home to School Transport Policy previously agreed by Cabinet on the 8th September 2015, and in doing so, not introduce a charge for the discretionary elements of the service.

2.0 RECOMMENDATIONS

It is recommended that Council:

2.1 Note the financial impact of the decision not to implement changes in the Home to School Transport policy on the Council's Revenue Budget for 2016/17; and

2.2 Agree that the budget shortfall arising from the decision not to implement Home to School Transport Policy changes is addressed through:

- Senior Management Structure Savings (part year 2016/17 impact of £0.280M)
- Council Tax Reduction Scheme Savings (£0.600M)
- Use of £0.004M available resources initially set aside as part of the fund to support hardship requirements in relation to Home to School policy changes

3.0 BACKGROUND

- 3.1 In accordance with the Council's Budget and Policy Framework, any amendments required to the Council's Budget in 2016/17 are required to be proposed by Cabinet and approved by Council.
- 3.2 The Council's original Revenue Budget strategy was agreed by Council on the 24th February 2016. This included the financial savings estimated to arise from changes to the Council's Home to School Transport Policy, namely maintaining the existing service, but reducing the subsidy for discretionary travel. The financial savings equated to £0.884M for 2016/17.
- 3.3 Subsequently, on the 16th March 2016, a delegated decision was taken to overturn the cabinet decision of September and instead apply the policy as set out in the Council's published 2016/17 Starting School Booklet.

4. IMPACT ON THE 2016/17 BUDGET

- 4.1 The impact of not applying the changes originally agreed in relation to Home to School Transport arrangements is a budget gap in 2016/17 of £0.884M.
- 4.2 The Council has a number of options available to close this budget gap in 2016/17. The Medium Term Financial Planning and Service Transformation reserve (Transitional Funding) is available and equates currently (at budget setting February 2016 and prior to a risk assessment of the adequacy of reserves being carried out as part of the annual accounts closedown process for 2015/16) to £4.6M, plus further base budget savings and one off cash resources have been identified and can now be adjusted for in 2016/17.
- 4.3 The Transitional Funding reserve has been a key component of the Council's robust medium term financial planning arrangements and has supported in year implementation issues around service changes through one off cash funding. It is acknowledged though that permanent base budget savings are essential for long term financial sustainability and accordingly remain the preferred option. In this regard, two further opportunities in relation to base budget savings for 2016/17 have been identified:
- 4.4 Senior Management Structure Savings
- 4.5 Council on the 23rd March 2016 agreed further changes in the Senior Management Structure of the Council that will deliver net savings of £0.280M in 2016/17 (note, part year impact in 2016/17).

4.6 Council Tax Reduction Scheme Savings

- 4.7 The latest projections for the costs of the Council Tax Reduction Scheme for the Council indicate that a potential underspend is likely in 2016/17.
- 4.8 The Quarter 3 performance report indicated that a projected underspend of £0.854M was anticipated. Whilst final figures have not been confirmed, this figure is not expected to change significantly at year end for 2015/16. The underspend in 2015/16 was part of the overall £2.403M underspend reported and subsequently utilised for further investment priorities as agreed by Council on the 10th March 2016.
- 4.9 The Council Tax Reduction Scheme budget for 2016/17 was increased in line with the impact of changes in Council Tax levels agreed. Prudently, assumptions around case load changes remained fixed as per 2015/16. However the Council Tax billing process has now been substantially completed and this has confirmed the continuation of the demand led reduction into the beginning of the 2016/17 financial year. Given the above, it is felt appropriate to lower the budget level for 2016/17 by £0.600M
- 4.10 The combined effect of senior Management Structure and Council Tax Reduction Scheme savings is a base budget saving of £0.880M (£0.280M and £0.600M respectively).
- 4.11 This leaves the requirement of a very small (£0.004M) allocation to balance the budget for 2016/17. Instead of taking money from the Transitional Funding reserve, one off funds were originally established as a hardship fund to support the change in the Home to School Transport Policy. This fund was to total £0.020M and it is proposed that £0.004M is allocated to support the budget shortfall in 2016/17 with the remaining £0.016M added to the Transitional Funding Reserve this year. This one off funding will support the part year implications of savings (full year effect of senior management savings will be deliverable in 2017/18).

5. CONCLUSION

- 5.1 On the 8th September 2015 Cabinet agreed changes to the Council's Home to School Transport Policy, namely maintaining the existing service, but reducing the subsidy for discretionary travel, the financial implications of which were included in the Council's Revenue Budget for 2016/17.
- 5.2 The decision (16th March 2016) to overturn the changes proposed for Home to School Transport resulted in a budget gap for 2016/17 of £0.884M.

- 5.3 To rebalance the budget for 2016/17 permanent base budget savings in relation to the Senior Management Structure and the costs of the Council Tax Reduction Scheme can be utilised along with a very small allocation from existing one off resources to fully close the budget gap.
- 5.4 In accordance with the Budget and Policy Framework, any further amendments required to the Council's budget in 2016/17 will be reported to Cabinet and through to Council as appropriate.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

AUTHORITY PROFILE

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL - PROFILE

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

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

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

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

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

BUDGET

2016/17

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

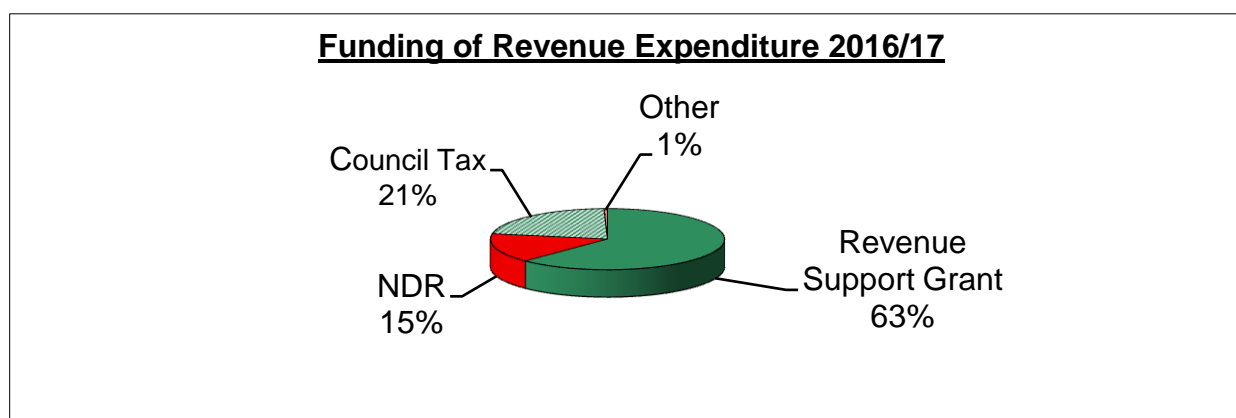
The final Local Government settlement figures for 2016/17, after adjusting for transfers of expenditure responsibilities, saw a reduction in Revenue Support Grant (RSG) and Non-Domestic Rates (NDR) funding of 0.9%. With a Council Tax increase of 2.75%, the Council's Net Revenue Budget for 2016/17 was set at £454.835M (after taking into account the decision not to implement changes to the Council's Home to School Transport policy).

The total amount to be collected from Council Tax payers to support the Council's expenditure is £98.909M.

The 2016/17 Budget Requirement

	£M
2016/2017 Net Revenue Spending	454.835
LESS: Revenue Support Grant & NDR Contribution	353.775
Sub total	101.060
LESS: Release of Earmarked Reserves	2.151
To be met from Council Taxpayers	98.909

This is further illustrated in the chart below.



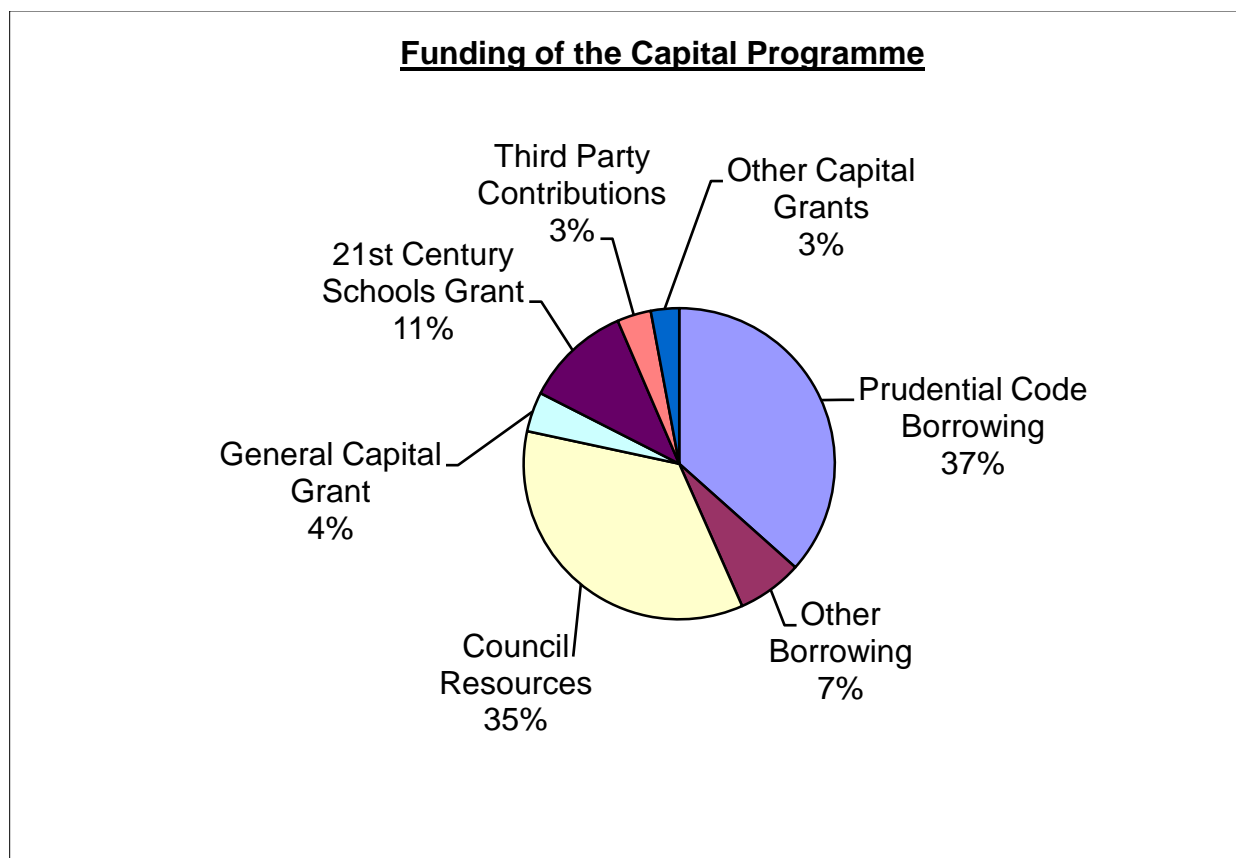
Further details on the Council's Budget can be found on the following pages.

Capital Expenditure

The funding of the Capital Programme for 2016/17 is detailed in the table below.

	£M
Prudential Code Borrowing	37.425
Other Borrowing	6.941
Council Resources	35.792
General Capital Grant (Welsh Government)	4.223
21st Century Schools Grant (Welsh Government)	11.295
Other Capital Grants	3.006
Third Party Contributions	3.607
2016/17 Capital Programme	102.289

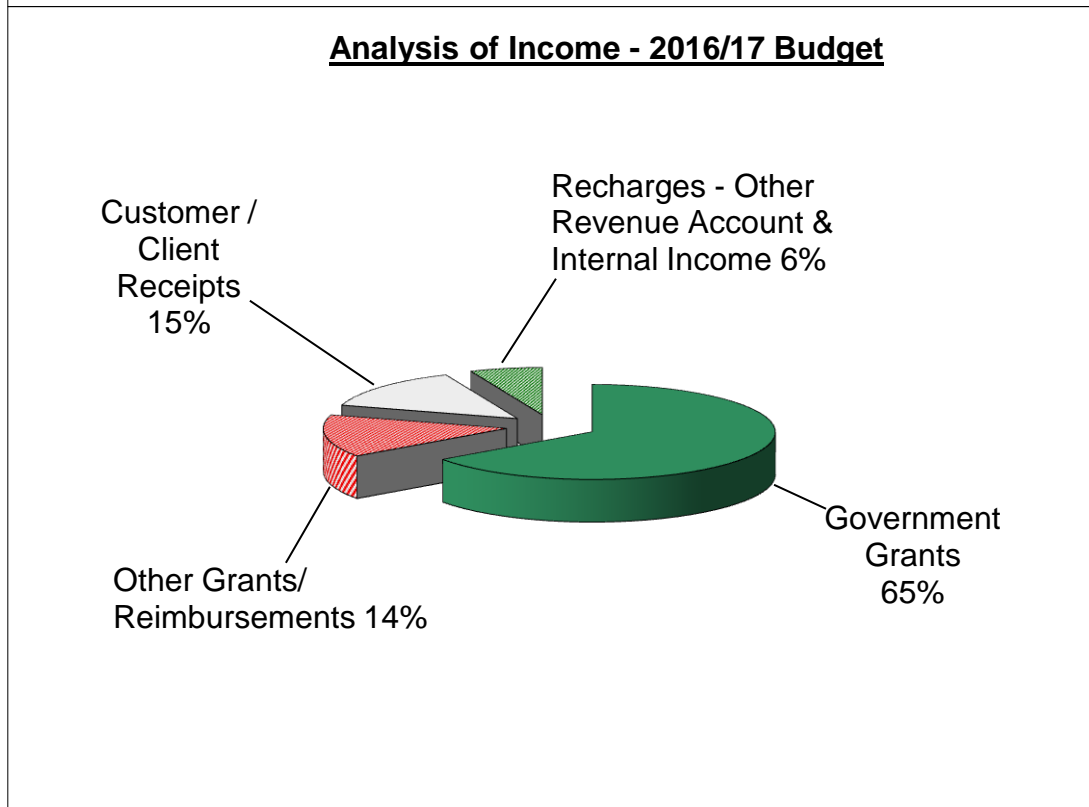
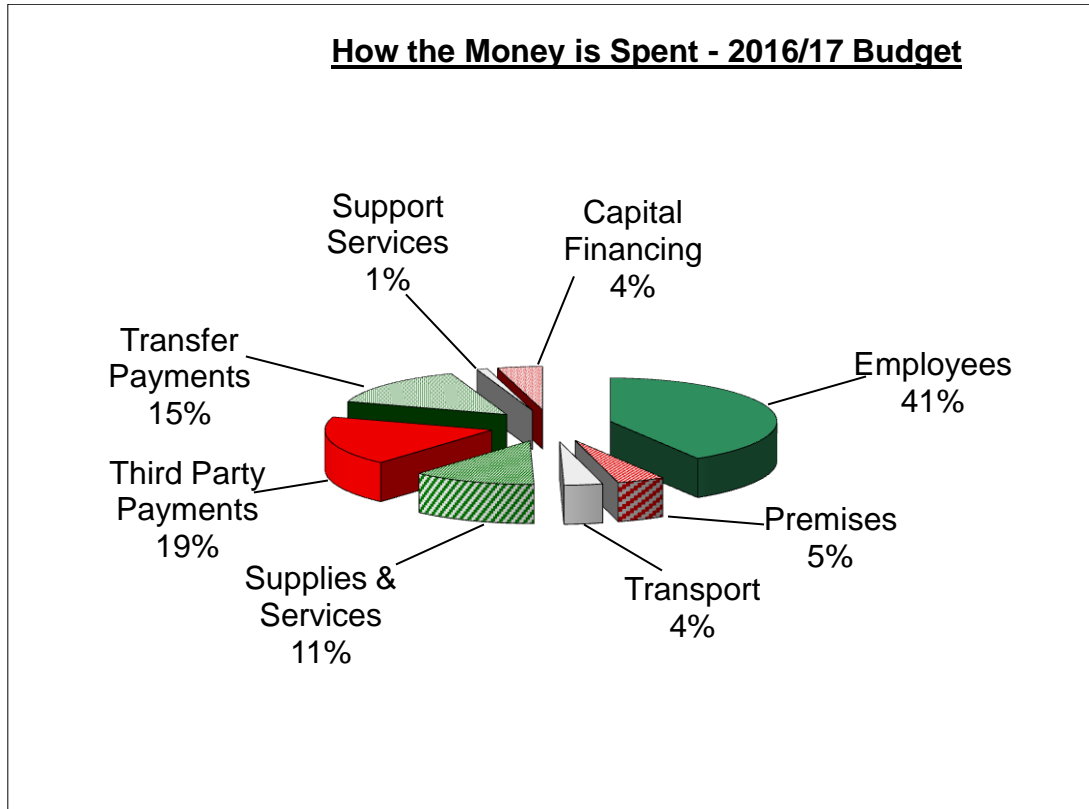
This is further illustrated in the chart below.



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

GENERAL FUND REVENUE EXPENDITURE

The Net Revenue Budget for the Authority for 2016/17 amounts to £454.835M. Gross expenditure is estimated at £667.656M and this is analysed by expenditure type in the chart below.



GENERAL FUND REVENUE : TYPE OF SPEND

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
110.927	Burnham	111.262
32.434	NJC Manual Workers	31.798
0.049	JNC B&CE	0.000
1.024	JNC Blind Workshops	1.097
116.261	NJC APT&C	118.161
1.674	Soulbury	1.643
4.769	JNC Chief Officers	4.312
1.743	JNC Youth Leaders	0.301
6.697	Other	6.814
275.578		275.388
	<u>Premises</u>	
8.036	Repairs & Maintenance	7.773
0.637	Maintenance of Grounds	0.627
7.086	Energy	6.545
1.748	Rents	1.616
6.115	Local Tax	6.077
0.681	Water	0.699
7.263	Cleaning/Domestic	7.104
0.251	Insurance	0.248
0.112	Other	0.105
31.929		30.794
	<u>Transport</u>	
8.609	Direct Transport	8.438
13.671	Contract Hire	13.560
0.573	Public Transport	0.577
1.694	Car Allowances	1.771
0.663	Other	0.627
25.210		24.973
	<u>Supplies & Services</u>	
17.842	Equipment/Materials/Furniture	17.834
3.671	Communications/Computing	3.704
3.602	Provisions	3.140
1.231	Printing/Stationery	1.172
0.439	Advertising	0.337
0.049	Members Expenses	0.046
11.990	Grants & Subscriptions	12.399
26.360	Services	33.150
9.891	Miscellaneous	5.658
2.176	Other	2.237
77.251		79.677
	<u>Third Party</u>	
7.174	Rendered by Other Local Authorities	7.686
36.230	Rendered by Voluntary Organisations	36.500
52.088	Rendered by Private Contract	48.049
4.908	Supporting People	4.908

13.739	Foster Care	13.732
8.122	Transport	8.495
0.094	Structural	0.096
0.312	Cyclic	0.318
0.374	Safety Aids	0.382
0.057	Winter Maintenance	0.058
2.262	Street Lighting	2.066
0.012	Highways Drainage	0.012
0.139	Other	0.142
125.511		122.444
	<u>Transfer Payments</u>	
1.451	School Children/Students	1.383
100.494	Housing Benefits & Council Tax Reduction Scheme	96.559
0.400	NDR Relief	0.400
102.345		98.342
	<u>Support Services</u>	
5.143	Recharges	6.914
5.143		6.914
	<u>Capital Financing</u>	
3.464	Other	2.347
25.558	Capital Charges	26.777
29.022		29.124
671.989	Total Expenditure	667.656
	<u>Income</u>	
-140.807	Government Grants	-138.685
-30.366	Other Grants/Reimbursements	-30.677
-31.254	Customer/Client Receipts	-29.859
-0.083	Interest	-0.085
-3.648	Recharges–Other Revenue Account	-3.672
-9.337	Internal Income	-9.843
-215.495	Total Income	-212.821
456.494	NET REVENUE BUDGET 2016/2017	454.835

Note

Prior year (2015/2016) figures are provided for information. Changes in accounting requirements and functional responsibility can distort comparison between years.

All 2016/17 budgets have been restated to reflect the revised council management structure.

The Council's Net Revenue Budget for 2016/17 as approved by Council on the 24th February 2016 was £454.831M. This was subsequently revised to £454.835M at the Council meeting on the 29th April 2016.

GENERAL FUND REVENUE : SERVICES PROVIDED

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Community & Children's Services</u>	
73.273	Adult Services	70.786
45.307	Children's Services	44.883
3.622	Transformation	2.762
15.787	Public Health & Protection	14.739
137.989		133.170
	<u>Education & Lifelong Learning</u>	
21.406	School & Community	20.264
11.151	Access, Engagement & Inclusion	10.501
141.854	Delegated Schools	144.945
174.411		175.710
	<u>Chief Executive's Division</u>	
0.395	Chief Executive	0.402
2.510	Cabinet Office & Public Relations	2.694
3.863	Human Resources	3.557
3.651	Legal & Democratic Services	3.371
2.018	Regeneration & Planning	2.059
12.437		12.083
	<u>Corporate & Frontline Services</u>	
42.931	Frontline Services	43.447
5.690	Financial Services	5.487
6.044	ICT & Customer Care	5.985
5.427	Corporate Estates Management & Procurement	5.264
0.146	Group Management	0.151
60.238		60.334
385.075	Total Group Budgets	381.297
	<u>Authority Wide Budgets</u>	
23.364	Capital Financing	22.977
11.406	Levies	11.382
12.352	Miscellaneous	14.825
0.400	NDR Relief	0.400
23.897	Council Tax Reduction Scheme	23.954
71.419	Total Authority Wide Budgets	73.538
456.494	TOTAL REVENUE BUDGET	454.835

THREE YEAR SUMMARY CAPITAL PROGRAMME

GROUP	BUDGET		
	2016/17	2017/18	2018/19
	£M	£M	£M
Community & Children's Services			
General Programme	0.550	0.550	0.550
Private Sector Housing	6.868	5.368	5.368
Public Health & Protection	3.134	0.550	0.550
Education & Lifelong Learning			
Schools	49.661	40.726	13.043
Supplementary Capital Programme	6.896	4.825	4.825
Chief Executive's Division			
Regeneration & Planning	8.505	8.279	0.740
Cabinet Office & Public Relations	0.020	0.020	0.020
Corporate & Frontline Services			
Corporate Estates	0.200	0.200	0.200
Financial Services	0.700	0.700	0.700
Customer Care & ICT	0.500	0.000	0.000
Highways Technical Services	11.849	1.835	1.835
Strategic Projects	5.573	0.325	0.325
Waste	0.150	0.000	0.000
Fleet	4.965	2.112	0.631
Buildings	0.268	0.100	0.100
Corporate Budgets			
Corporate Initiatives	2.450	0.850	0.850
TOTAL CAPITAL BUDGET	102.289	66.440	29.737

* The 2016/2017 budget includes estimated slippage from 2015/2016 and additional grant aided schemes that were known when the three year programme was agreed.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

COMMUNITY & CHILDREN'S SERVICES

COMMUNITY & CHILDREN'S SERVICES OVERVIEW

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

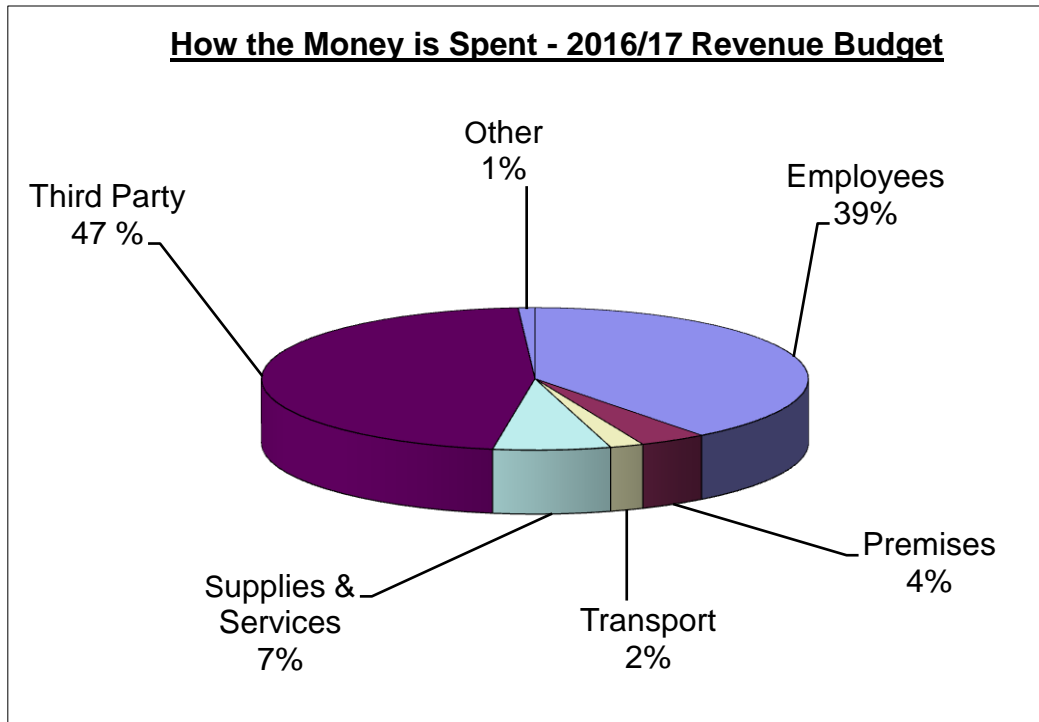
- Adult Care Services.
- Children's Services.
- Transformation.
- Public Health & Protection.

A summary of the total resources available for the Community & Children's Services Group in the 2016/17 financial year is as follows:-

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	10.552	0.000	10.552
General Fund Revenue	207.786	-74.616	133.170
Total	218.338	-74.616	143.722

COMMUNITY & CHILDREN'S SERVICES REVENUE EXPENDITURE

The Net Revenue Budget for the Community & Children's Services Group for 2016/17 amounts to £133.170M. Gross expenditure is estimated at £207.786M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £74.616M reduces net expenditure to £133.170M. A detailed analysis of how this money will be spent can be found on the subsequent pages within this section.

Specific Revenue Grants 2016/17

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

Award Body	Purpose	Amount £M
Shaw Trust & Working Links	Subsidisation of Employment of Disabled Workers	0.456
Welsh Government	Communities First Grant	4.937
	Communities 4 Work	1.108
	Families First	3.271
	Flying Start	6.863
	Housing Benefit Subsidy Bed & Breakfast Scheme	0.292
	Language & Play Grant	0.105
	Social Care Workforce Development Programme	0.556
	Supporting People Grant	9.056
	Youth Crime Prevention Grant	0.096
	Substance Misuse Action Fund	2.686
	Wales Safer Communities Grant	0.256
	General Practitioner (GP) Referral Scheme	0.185
Youth Justice Board	Youth Justice Provision	0.522
Sports Council for Wales	Grand/Big Splash	0.279
	Dragon Sports Scheme	0.098
	Sports Development	0.239
Natural Resources Wales	Coed Cymru/Countryside Services	0.053

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
18.152	NJC Manual Workers	17.342
0.049	JNC B&CE	0.000
1.024	JNC Blind Workshops	1.097
60.940	NJC APT&C	61.579
1.244	JNC Chief Officers	1.130
1.798	Other	2.026
83.207		83.174
	<u>Premises</u>	
1.659	Repairs & Maintenance	1.633
2.208	Energy	1.976
0.952	Rents	0.833
1.281	Local Tax	1.305
0.496	Water	0.511
1.107	Cleaning/Domestic	1.122
0.032	Other	0.026
7.735		7.406
	<u>Transport</u>	
2.170	Contract Hire	2.038
1.326	Car Allowances	1.401
0.663	Other	0.627
4.159		4.066
	<u>Supplies & Services</u>	
5.617	Equipment/Materials/Furniture	5.466
0.927	Communications/Computing	0.960
1.131	Provisions	1.014
0.407	Printing/Stationery	0.393
0.613	Grants & Subscriptions	0.626
2.808	Services	3.373
3.112	Miscellaneous	2.670
0.319	Other	0.263
14.934		14.765
	<u>Third Party</u>	
6.529	Rendered by Other Local Authorities	7.068
22.833	Rendered by Voluntary Organisations	23.077
52.053	Rendered by Private Contract	48.014
13.739	Foster Care	13.732
4.908	Supporting People	4.908
0.035	Other	0.036
100.097		96.835
	<u>Transfer Payments</u>	
0.396	School Children/Students	0.350
0.396		0.350

	Support Services	
0.725	Recharges	0.796
0.725		0.796
	Capital Financing	
0.562	Other	0.394
0.562		0.394
211.815	Total Expenditure	207.786
	Income	
-29.541	Government Grants	-31.224
-27.277	Other Grants/Reimbursements	-27.173
-15.956	Customer/Client Receipts	-14.936
-0.022	Recharges–Other Revenue Account	0.000
-1.030	Internal Income	-1.283
-73.826	Total Income	-74.616
137.989	NET COMMUNITY & CHILDREN'S SERVICES BUDGET	133.170

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Adult Services</u>	
6.415	Long Term Care & Support	5.969
38.674	Commissioned Services	37.697
17.321	Provider Services	17.037
10.355	Short Term Intervention	9.586
-3.137	Fairer Charging	-3.181
3.645	Management, Safeguarding & Support Services	3.678
73.273		70.786
	<u>Children's Services</u>	
0.974	Cwm Taf Youth Offending Service	1.001
5.764	Early Intervention	5.171
10.371	Intensive Intervention	10.181
26.246	Safeguarding & Support (Inc. Children Looked After)	26.268
1.952	Management & Support Services	2.262
45.307		44.883
	<u>Transformation</u>	
1.390	Service Improvement	1.128
0.483	Purchasing & Commissioning	0.407
0.913	Regional Training Unit	0.830
0.836	Group & Transformation Management	0.397
3.622		2.762
	<u>Public Health & Protection</u>	
4.020	Environmental Health, Trading Standards and Community Safety	3.991
9.784	Leisure, Parks & Countryside and Community Facilities	9.057
1.478	Community Housing Services	1.165
0.279	Communities and Prosperity	0.292
0.226	Group Directorate	0.234
15.787		14.739
137.989	TOTAL COMMUNITY & CHILDREN'S SERVICES BUDGET	133.170

Adult Services

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

Long Term Care & Support

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

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

Commissioned & Provider Services

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

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

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

Short Term Intervention

A short term intervention service comprising of:

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

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

Fairer Charging

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

Management, Safeguarding and Support Services

- Safeguarding Services.
- Support Services.

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
14.944	NJC Manual Workers	14.373
0.049	JNC B&CE	0.000
1.024	JNC Blind Workshops	1.097
21.955	NJC APT&C	22.101
0.377	JNC Chief Officers	0.240
0.835	Other	0.738
39.184		38.549
	<u>Premises</u>	
0.436	Repairs & Maintenance	0.436
0.793	Energy	0.690
0.585	Rents	0.563
0.109	Local Tax	0.107
0.164	Water	0.165
0.515	Cleaning/Domestic	0.538
0.007	Other	0.007
2.609		2.506
	<u>Transport</u>	
1.041	Contract Hire	1.003
0.592	Car Allowances	0.684
0.196	Other	0.186
1.829		1.873
	<u>Supplies & Services</u>	
4.370	Equipment/Materials/Furniture	4.258
0.273	Communications/Computing	0.293
0.785	Provisions	0.788
0.184	Printing/Stationery	0.186
0.009	Grants & Subscriptions	0.009
0.451	Services	0.413
0.983	Miscellaneous	0.983
0.122	Other	0.113
7.177		7.043
	<u>Third Party</u>	
0.925	Rendered by Other Local Authorities	1.613
15.193	Rendered by Voluntary Organisations	15.492
41.954	Rendered by Private Contract	38.965
0.016	Other	0.016
58.088		56.086
	<u>Support Services</u>	
0.201	Recharges	0.201
0.201		0.201
109.088	Total Expenditure	106.258

	Income	
-4.448	Government Grants	-4.448
-26.173	Other Grants/Reimbursements	-25.786
-4.771	Customer/Client Receipts	-4.650
-0.022	Recharges–Other Revenue Account	0.000
-0.401	Internal Income	-0.588
-35.815	Total Income	-35.472
73.273	NET ADULT SERVICES BUDGET	70.786

Children's Services

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

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

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

Cwm Taf Youth Offending Service

- Youth Offending Service

Early Intervention

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

Intensive Intervention

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

Safeguarding and Support

- Children Looked After Services
- Safeguarding & Standards

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

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

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
0.081	NJC Manual Workers	0.068
20.320	NJC APT&C	20.647
0.423	JNC Chief Officers	0.325
0.450	Other	0.673
21.274		21.713
	<u>Premises</u>	
0.063	Repairs & Maintenance	0.063
0.117	Energy	0.090
0.159	Rents	0.166
0.089	Local Tax	0.082
0.017	Water	0.013
0.190	Cleaning/Domestic	0.181
0.007	Other	0.004
0.642		0.599
	<u>Transport</u>	
0.614	Contract Hire	0.526
0.501	Car Allowances	0.484
0.055	Other	0.056
1.170		1.066
	<u>Supplies & Services</u>	
0.199	Equipment/ Materials/Furniture	0.205
0.126	Communications/Computing	0.128
0.186	Provisions	0.126
0.088	Printing/Stationery	0.077
0.238	Grants & Subscriptions	0.209
0.853	Services	1.082
0.452	Miscellaneous	0.446
0.026	Other	0.022
2.168		2.295
	<u>Third Party</u>	
2.853	Rendered by Other Local Authorities	2.855
5.920	Rendered by Voluntary Organisations	6.021
9.514	Rendered by Private Contract	8.516
13.739	Foster Care	13.732
32.026		31.124
	<u>Transfer Payments</u>	
0.396	School Children/Students	0.350
0.396		0.350
	<u>Support Services</u>	
0.237	Recharges	0.225
0.237		0.225
57.913	Total Expenditure	57.372

	<u>Income</u>	
-10.602	Government Grants	-11.065
-0.613	Other Grants/Reimbursements	-0.683
-1.335	Customer/Client Receipts	-0.717
-0.056	Internal Income	-0.024
-12.606	Total Income	-12.489
45.307	NET CHILDREN'S SERVICES BUDGET	44.883

Transformation

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

The Support services provided by this Division are as follows:

Service Improvement

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

Purchasing and Commissioning

- Purchasing and Commissioning team
- Contract management and monitoring

Regional Training Unit

- Social Care – Training and development

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
2.899	NJC APT&C	2.469
0.207	JNC Chief Officers	0.186
0.128	Other	0.000
3.234		2.655
	<u>Premises</u>	
0.000	Rents	0.030
0.030	Cleaning/Domestic	0.030
0.030		0.060
	<u>Transport</u>	
0.040	Car Allowances	0.037
0.004	Other	0.006
0.044		0.043
	<u>Supplies & Services</u>	
0.027	Equipment/ Materials/Furniture	0.046
0.195	Communications/Computing	0.198
0.002	Provisions	0.028
0.021	Printing/Stationery	0.024
0.001	Grants & Subscriptions	0.014
0.155	Services	0.303
0.488	Miscellaneous	0.066
0.006	Other	0.006
0.895		0.685
	<u>Third Party</u>	
0.101	Rendered by Other Local Authorities	0.104
0.434	Rendered by Private Contract	0.226
0.535		0.330
4.738	Total Expenditure	3.773
	<u>Income</u>	
-0.624	Government Grants	-0.556
-0.434	Other Grants/Reimbursements	-0.397
-0.058	Internal Income	-0.058
-1.116	Total Income	-1.011
3.622	NET TRANSFORMATION BUDGET	2.762

Public Health & Protection

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

Environmental Health, Trading Standards and Community Safety

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

Leisure, Parks & Countryside and Community Facilities

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

Community Housing Services

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

Communities and Prosperity

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

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
3.127	NJC Manual Workers	2.901
15.766	NJC APT&C	16.362
0.237	JNC Chief Officers	0.379
0.385	Other	0.615
19.515		20.257
	<u>Premises</u>	
1.160	Repairs & Maintenance	1.134
1.298	Energy	1.196
0.208	Rents	0.074
1.083	Local Tax	1.116
0.315	Water	0.333
0.372	Cleaning/Domestic	0.373
0.018	Other	0.015
4.454		4.241
	<u>Transport</u>	
0.515	Contract Hire	0.509
0.193	Car Allowances	0.196
0.408	Other	0.379
1.116		1.084
	<u>Supplies & Services</u>	
1.021	Equipment/Materials/Furniture	0.957
0.333	Communications/Computing	0.341
0.158	Provisions	0.072
0.114	Printing/Stationery	0.106
0.365	Grants & Subscriptions	0.394
1.349	Services	1.575
1.189	Miscellaneous	1.175
0.165	Other	0.122
4.694		4.742
	<u>Third Party</u>	
2.650	Rendered by Other Local Authorities	2.496
1.720	Rendered by Voluntary Organisations	1.564
0.151	Rendered by Private Contract	0.307
4.908	Supporting People	4.908
0.019	Other	0.020
9.448		9.295
	<u>Support Services</u>	
0.287	Recharges	0.370
0.287		0.370
	<u>Capital Financing</u>	
0.562	Other	0.394
0.562		0.394
40.076	Total Expenditure	40.383

-13.867	Income Government Grants	-15.155
-0.057	Other Grants/Reimbursements	-0.307
-9.850	Customer/Client Receipts	-9.569
-0.515	Internal Income	-0.613
-24.289	Total Income	-25.644
15.787	NET PUBLIC HEALTH & PROTECTION BUDGET	14.739

COMMUNITY & CHILDREN'S SERVICES THREE YEAR CAPITAL PROGRAMME

	BUDGET		
	2016/17	2017/18	2018/19
	£M	£M	£M
<u>Commissioning, Housing & Business Systems</u>			
<u>General Programme</u>			
Modernisation Programme (Adults)	0.255	0.255	0.255
Modernisation Programme (Children's)	0.050	0.050	0.050
Asbestos Remediation Works	0.045	0.045	0.045
Telecare Equipment (including Carelink Equipment)	0.200	0.200	0.200
Total General Programme	0.550	0.550	0.550
<u>Private Sector Housing</u>			
Disabled Facilities Grants/Adaptations	4.000	4.000	4.000
Maintenance Repair Assistance	0.500	0.500	0.500
Renovation Grants Exceptional Circumstances & Home Improvement Zones	0.500	0.500	0.500
Empty Properties Grants Investment	1.500	0.000	0.000
Community Regeneration	0.368	0.368	0.368
Total Private Sector Housing	6.868	5.368	5.368
Total Commissioning, Housing & Business Systems	7.418	5.918	5.918
<u>Public Health & Protection</u>			
Leisure Centre Refurbishment Programme	1.090	0.090	0.090
Parks & Countryside	0.688	0.110	0.110
Play Areas	0.903	0.050	0.050
Cemeteries Planned Programme	0.135	0.135	0.135
Community Safety Initiatives	0.075	0.075	0.075
Buildings (Formally ESG)	0.243	0.090	0.090
Total Public Health & Protection	3.134	0.550	0.550
TOTAL COMMUNITY & CHILDREN'S SERVICES BUDGET	10.552	6.468	6.468

*** The 2016/2017 budget includes estimated slippage from 2015/2016 and additional grant aided schemes that were known when the three year programme was agreed.**

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

EDUCATION & LIFELONG LEARNING

EDUCATION & LIFELONG LEARNING OVERVIEW

OUR VISION

“A Top Quality Education for All”

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

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

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

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

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

The Directorate has two main divisions:

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

A further service area is identified separately:

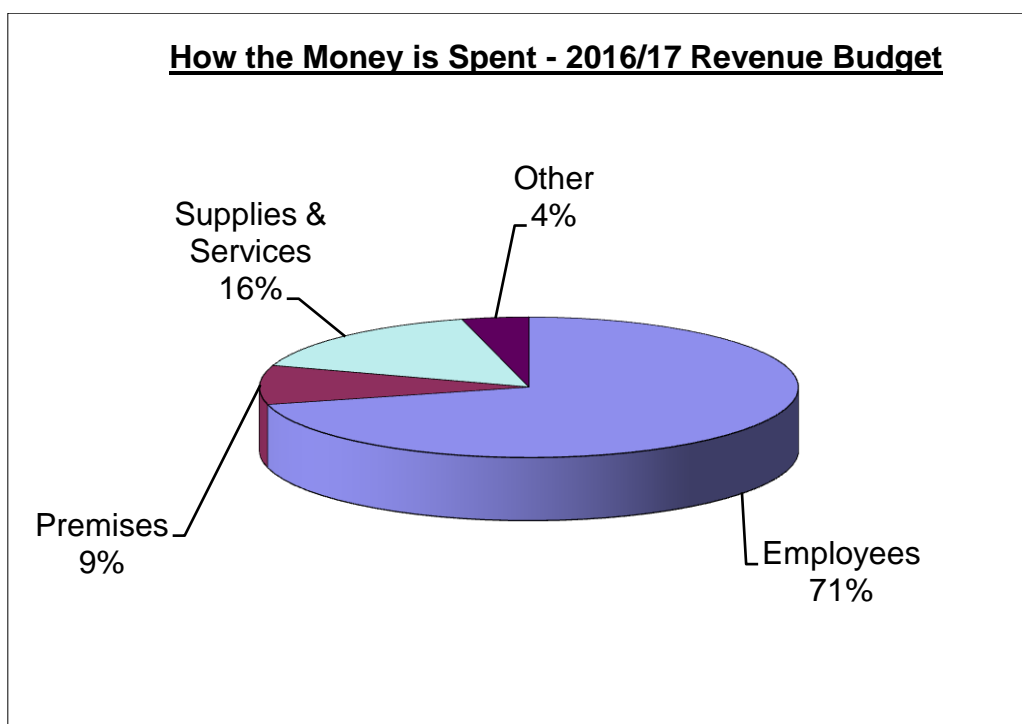
- Delegated schools – Individual School Budgets (ISB).

A summary of the total resources available for the Education and Lifelong Learning Directorate in the 2016/17 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	56.557	0.000	56.557
General Fund Revenue	202.195	-26.485	175.710
Total	258.752	-26.485	232.267

EDUCATION & LIFELONG LEARNING REVENUE EXPENDITURE

The Net Revenue Budget for the Education and Lifelong Learning Directorate for 2016/17 amounts to £175.710M. Gross expenditure is estimated at £202.195M and this is analysed by expenditure type in the chart below.



Income receivable by the Directorate of £26.485M reduces net expenditure to £175.710M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

Specific Revenue Grants 2016/17

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

Award Body	Purpose	Amount £M
Welsh Government	Post-16 Provision in Schools	10.610
	Education Improvement Grant (EIG) Delegated to Schools	9.428
	Education Improvement Grant (EIG) Admin	0.019
	Foundation Phase - EIG	0.108
	Learning Pathways (14-19) - EIG	0.038
	Pupil Deprivation Grant	8.041
	Community Learning	0.178
	Youth Service Support Grant	0.210
	Youth Engagement	0.069
	Ethnic Minority Achievement - EIG	0.128
	School Uniform Grant Scheme (Estimate)	0.077
	Education of Gypsy Travellers - EIG	0.029
	Out of School Childcare Grant	0.165
Ministry of Defence	MOD Education Support Fund	0.057
Rural Payments Agency	Infant Milk (Estimate)	0.380
Sports Council for Wales	5x60 (Estimate)	0.311

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
110.927	Burnham	111.262
5.000	NJC Manual Workers	4.607
20.816	NJC APT&C	22.166
1.674	Soulbury	1.643
0.476	JNC Chief Officers	0.347
1.743	JNC Youth Leaders	0.301
2.441	Other	2.435
143.077		142.761
	<u>Premises</u>	
4.901	Repairs & Maintenance	4.699
0.609	Maintenance of Grounds	0.602
3.390	Energy	3.283
0.001	Rents	0.032
3.519	Local Tax	3.436
0.045	Water	0.048
5.927	Cleaning/Domestic	5.756
0.251	Insurance	0.248
18.643		18.104
	<u>Transport</u>	
0.051	Direct Transport	0.051
0.152	Contract Hire	0.133
0.001	Public Transport	0.002
0.109	Car Allowances	0.129
0.313		0.315
	<u>Supplies & Services</u>	
8.726	Equipment/Materials/Furniture	8.608
0.105	Communications/Computing	0.096
2.421	Provisions	2.089
0.093	Printing/Stationery	0.092
0.032	Advertising	0.017
10.932	Grants & Subscriptions	11.419
8.442	Services	8.372
1.716	Other	1.814
32.467		32.507
	<u>Third Party</u>	
0.460	Rendered by Other Local Authorities	0.460
1.678	Rendered by Voluntary Organisations	1.728
2.138		2.188
	<u>Transfer Payments</u>	
1.015	School Children/Students	0.989
1.015		0.989

	<u>Support Services</u>	
0.195	Recharges	0.195
0.195		0.195
	<u>Capital Financing</u>	
4.475	Other	5.136
4.475		5.136
202.323	Total Expenditure	202.195
	<u>Income</u>	
-21.569	Government Grants	-20.890
-1.275	Other Grants/Reimbursements	-0.969
-3.861	Customer/Client Receipts	-3.381
-1.207	Internal Income	-1.245
-27.912	Total Income	-26.485
174.411	NET EDUCATION & LIFELONG LEARNING BUDGET	175.710

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Schools & Community</u>	
1.580	School Achievement	1.529
0.700	Service Transformation & Education Information Systems	0.606
1.406	School Planning & Reorganisation	1.323
3.573	Asset Management - Private Finance Initiative (PFI)	3.359
2.656	Catering	2.746
0.261	Music Service	0.116
0.492	Community Learning	0.639
2.333	Libraries	2.078
2.081	Group Directorate	2.270
5.098	Nursery Provision	4.326
0.909	Education Improvement Grant	0.893
0.317	Early Years	0.379
21.406		20.264
	<u>Access Engagement & Inclusion</u>	
5.679	Special Education Needs	5.804
2.514	Education Otherwise	1.986
2.958	Engagement & Participation	2.711
11.151		10.501
	<u>Delegated Schools</u>	
0.345	Nursery Schools	0.192
70.712	Primary Schools	72.256
61.269	Secondary Schools	61.794
2.385	Middle Schools	2.609
7.143	Special Schools	8.094
141.854		144.945
174.411	TOTAL EDUCATION AND LIFELONG LEARNING BUDGET	175.710

Schools & Community

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

The Division contains the following services:

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

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

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

Our key aims are to:

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

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
1.532	Burnham	0.890
2.078	NJC Manual Workers	1.971
9.592	NJC APT&C	8.993
0.509	Soulbury	0.498
0.476	JNC Chief Officers	0.347
0.012	JNC Youth Leaders	0.011
1.325	Other	1.354
15.524		14.064
	<u>Premises</u>	
0.968	Repairs & Maintenance	0.845
0.002	Maintenance of Grounds	0.000
0.109	Energy	0.084
0.001	Rents	0.030
0.104	Local Tax	0.100
0.007	Water	0.005
3.776	Cleaning/Domestic	3.533
4.967		4.597
	<u>Transport</u>	
0.050	Direct Transport	0.051
0.123	Contract Hire	0.104
0.001	Public Transport	0.001
0.052	Car Allowances	0.047
0.226		0.203
	<u>Supplies & Services</u>	
0.912	Equipment/Materials/Furniture	0.715
0.090	Communications/Computing	0.069
2.416	Provisions	2.084
0.086	Printing/Stationery	0.076
0.032	Advertising	0.017
10.432	Grants & Subscriptions	10.518
1.575	Services	1.447
0.616	Other	0.927
16.159		15.853
	<u>Transfer Payments</u>	
0.424	School Children/Students	0.424
0.424		0.424
	<u>Support Services</u>	
0.195	Recharges	0.195
0.195		0.195
	<u>Capital Financing</u>	
0.000	Other	0.171
0.000		0.171

37.495	Total Expenditure	35.507
	Income	
-10.140	Government Grants	-10.189
-0.882	Other Grants/Reimbursements	-0.575
-3.860	Customer/Client Receipts	-3.381
-1.207	Internal Income	-1.098
-16.089	Total Income	-15.243
21.406	NET SCHOOLS & COMMUNITY BUDGET	20.264

Access, Engagement & Inclusion

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

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

The Division contains the following services:

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

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

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

Our key aims are to:

- Contribute to improving outcomes for vulnerable groups of learners, and effectively overcome barriers to inclusion, participation and engagement.
- Continue to improve school attendance rates.
- Enhance the capacity of schools to improve outcomes for learners and to adopt a robust graduated response to meeting their needs.
- Ensure that early and prompt identification of children's special educational needs and effective partnership working with parents/carers, schools and external agencies.
- Ensure that there is sufficient specialist provision available locally to meet need and to strategically plan for this.
- Meet statutory duties and obligations, and ensure that reasonable adjustments are made for learners with disabilities.
- Reduce the number of young people not in education, employment or training.

- Ensure that young people have access to their entitlements.
- Provide effective co-ordination of youth support services.

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
2.836	Burnham	2.708
0.573	NJC Manual Workers	0.321
1.656	NJC APT&C	2.958
1.165	Soulbury	1.145
1.731	JNC Youth Leaders	0.290
0.367	Other	0.331
8.328		7.753
	<u>Premises</u>	
0.025	Repairs & Maintenance	0.013
0.001	Maintenance of Grounds	0.000
0.030	Energy	0.024
0.000	Rents	0.002
0.000	Local Tax	0.004
0.004	Water	0.005
0.013	Cleaning/Domestic	0.029
0.002	Insurance	0.000
0.075		0.077
	<u>Transport</u>	
0.001	Direct Transport	0.000
0.029	Contract Hire	0.029
0.000	Public Transport	0.001
0.052	Car Allowances	0.077
0.082		0.107
	<u>Supplies & Services</u>	
0.185	Equipment/Materials/Furniture	0.093
0.007	Communications/Computing	0.027
0.007	Printing/Stationery	0.016
0.936	Services	0.999
0.193	Other	0.188
1.328		1.323
	<u>Third Party</u>	
0.460	Rendered by Other Local Authorities	0.460
1.678	Rendered by Voluntary Organisations	1.728
2.138		2.188
	<u>Transfer Payments</u>	
0.003	School Children/Students	0.003
0.003		0.003
11.954	Total Expenditure	11.451
	<u>Income</u>	
-0.409	Government Grants	-0.409
-0.393	Other Grants/Reimbursements	-0.394

-0.001	Customer/Client Receipts	-0.000
-0.000	Internal Income	-0.147
-0.803	Total Income	-0.950
11.151	NET ACCESS, ENGAGEMENT & INCLUSION BUDGET	10.501

Delegated Schools

This area of service relates to:

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

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

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
106.559	Burnham	107.664
2.349	NJC Manual Workers	2.315
9.568	NJC APT&C	10.215
0.749	Other	0.750
119.225		120.944
	<u>Premises</u>	
3.908	Repairs and Maintenance	3.841
0.606	Maintenance of Grounds	0.602
3.251	Energy	3.175
3.415	Local Tax	3.332
0.034	Water	0.038
2.138	Cleaning/Domestic	2.194
0.249	Insurance	0.248
13.601		13.430
	<u>Transport</u>	
0.005	Car Allowances	0.005
0.005		0.005
	<u>Supplies & Services</u>	
7.629	Equipment/Materials/Furniture	7.800
0.008	Communications/Computing	0.000
0.005	Provisions	0.005
0.500	Grants & Subscriptions	0.901
5.931	Services	5.926
0.907	Other	0.699
14.980		15.331
	<u>Transfer Payments</u>	
0.588	School Children/Students	0.562
0.588		0.562
	<u>Capital Financing</u>	
4.475	Other	4.965
4.475		4.965
152.874	Total Expenditure	155.237
	<u>Income</u>	
-11.020	Government Grants	-10.292
-11.020	Total Income	-10.292
141.854	NET DELEGATED SCHOOLS BUDGET	144.945

EDUCATION & LIFELONG LEARNING THREE YEAR CAPITAL PROGRAMME

	BUDGET		
	2016/17	2017/18	2018/19
	£M	£M	£M
<u>Schools</u>			
Education & Lifelong Learning Condition Surveys	0.075	0.075	0.075
Aberdare School & Sports Centre	5.353	0.000	0.000
Treorchy Primary School	0.073	0.000	0.000
Y Pant Comprehensive School	13.153	0.465	0.582
School Modernisation Rhondda & Tonyrefail	27.495	40.017	12.240
School Modernisation	2.972	0.146	0.146
Hawthorn Swimming Pool (Hawthorn High)	0.125	0.000	0.000
<u>Transition</u>			
Llwynocrwn Primary	0.415	0.023	0.000
Total Schools	49.661	40,726	13.043
<u>Supplementary Capital Programme</u>			
Planned Kitchen Refurbishments	0.200	0.200	0.200
Window & Door Replacements	0.150	0.150	0.150
Essential Works	0.400	0.400	0.400
Capitalisation of Computer Hardware/Software & Licenses	0.316	0.250	0.250
Roof Renewal	0.705	0.700	0.700
Boiler Replacement	0.250	0.250	0.250
DDA Education & Lifelong Learning	0.225	0.225	0.225
Electrical Rewiring	0.200	0.200	0.200
Asbestos Remediation Works	1.900	1.900	1.900
Fire Alarm Upgrades	0.100	0.100	0.100
Toilet Refurbishments	0.350	0.350	0.350
Improvements to Schools	2.100	0.100	0.100
Total Supplementary Capital Programme	6.896	4.825	4.825
TOTAL EDUCATION & LIFELONG LEARNING BUDGET	56.557	45.551	17.868

* The 2016/2017 budget includes estimated slippage from 2015/2016 and additional grant aided schemes that were known when the three year programme was agreed.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CHIEF EXECUTIVE'S DIVISION

CHIEF EXECUTIVE'S DIVISION OVERVIEW

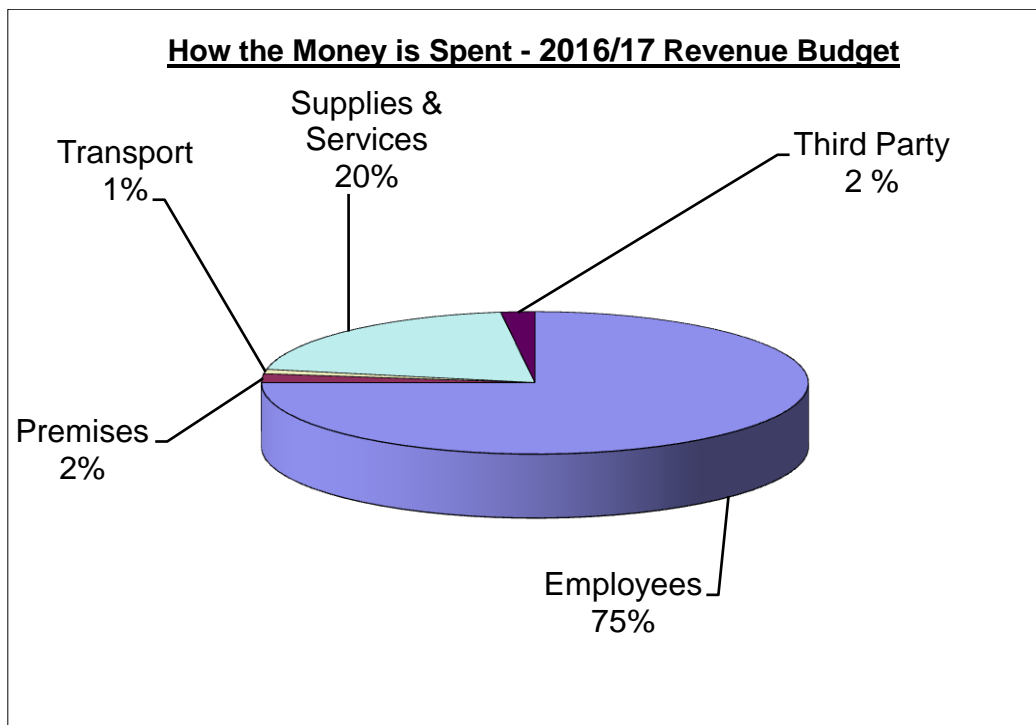
This Division has a focus on the development, implementation and monitoring of the Council's Human Resources Policies, providing corporate support in respect of the Legal function, the management of the Authority's Public Relations activities, coordinating external funding arrangements and enhancing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

A summary of the total resources available for the Chief Executive's Division in the 2016/17 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	8.525	0.000	8.525
General Fund Revenue	16.958	-4.875	12.083
Total	25.483	-4.875	20.608

CHIEF EXECUTIVE'S DIVISION REVENUE EXPENDITURE

The Net Revenue Expenditure for the Chief Executive's Division for 2016/17 amounts to £12.083M. Gross expenditure is estimated at £16.958M and this is analysed by expenditure type in the chart below.



Income receivable by the Division of £4.875M reduces net expenditure to £12.083M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

Specific Revenue Grants 2016/17

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

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

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
0.055	NJC Manual Workers	0.066
11.372	NJC APT&C	11.208
1.398	JNC Chief Officers	1.259
0.238	Other	0.265
13.063		12.798
	<u>Premises</u>	
0.085	Repairs & Maintenance	0.090
0.087	Energy	0.078
0.073	Rents	0.078
0.035	Local Tax	0.039
0.008	Water	0.008
0.026	Cleaning/Domestic	0.024
0.314		0.317
	<u>Transport</u>	
0.013	Direct Transport	0.013
0.007	Contract Hire	0.007
0.015	Public Transport	0.013
0.084	Car Allowances	0.078
0.119		0.111
	<u>Supplies & Services</u>	
0.355	Equipment/Materials/Furniture	0.330
0.171	Communications/Computing	0.174
0.050	Provisions	0.037
0.174	Printing/Stationery	0.170
0.224	Advertising	0.260
0.236	Grants & Subscriptions	0.195
0.049	Members Expenses	0.046
1.008	Services	1.429
0.749	Miscellaneous	0.728
0.027	Other	0.023
3.043		3.392
	<u>Third Party</u>	
0.235	Rendered by Voluntary Organisations	0.235
0.035	Rendered by Private Contract	0.035
0.015	Cyclic	0.015
0.285		0.285
	<u>Support Services</u>	
0.035	Recharges	0.055
0.035		0.055
16.859	Total Expenditure	16.958
	<u>Income</u>	
-0.421	Government Grants	-0.150

-0.673	Other Grants/Reimbursements	-1.327
-2.772	Customer/Client Receipts	-2.639
-0.556	Internal income	-0.759
-4.422	Total Income	-4.875
12.437	NET CHIEF EXECUTIVE'S DIVISION BUDGET	12.083

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Chief Executive</u>	
0.395	Common Services	0.402
0.395		0.402
	<u>Cabinet Office & Public Relations</u>	
1.205	Cabinet Secretariat	1.442
0.374	Heritage	0.375
0.931	Cultural Services	0.877
2.510		2.694
	<u>Human Resources</u>	
0.362	Support Services	0.363
1.587	Employment Services	1.510
1.914	Organisational Development	1.684
3.863		3.557
	<u>Legal & Democratic Services</u>	
1.227	Legal Services	1.009
1.960	Democratic Services	1.994
0.464	Legal Administration	0.368
3.651		3.371
	<u>Regeneration & Planning</u>	
1.504	Regeneration	1.548
-0.201	Development Control	-0.098
0.007	Building Control	-0.098
0.188	Process	0.200
0.520	Spatial Development	0.507
2.018		2.059
12.437	TOTAL CHIEF EXECUTIVE'S DIVISION BUDGET	12.083

Chief Executive's Unit

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

GENERAL FUND REVENUE

CHIEF EXECUTIVE'S UNIT: TYPE OF SPEND

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
0.042	NJC APT&C	0.043
0.190	JNC Chief Officers	0.196
0.232		0.239
	<u>Premises</u>	
0.001	Cleaning/Domestic	0.001
0.001		0.001
	<u>Transport</u>	
0.001	Car Allowances	0.001
0.001		0.001
	<u>Supplies & Services</u>	
0.004	Equipment/Materials/Furniture	0.004
0.002	Communications/Computing	0.002
0.005	Printing/Stationery	0.005
0.143	Grants & Subscriptions	0.143
0.001	Other	0.001
0.155		0.155
	<u>Support Services</u>	
0.006	Recharges	0.006
0.006		0.006
0.395	Total Expenditure	0.402
0.395	NET CHIEF EXECUTIVE'S UNIT BUDGET	0.402

Cabinet Office and Public Relations

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

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

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

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
0.055	NJC Manual Workers	0.066
1.859	NJC APT&C	1.901
0.160	JNC Chief Officers	0.089
0.001	Other	0.000
2.075		2.056
	<u>Premises</u>	
0.085	Repairs & Maintenance	0.090
0.087	Energy	0.078
0.032	Local Tax	0.037
0.008	Water	0.008
0.025	Cleaning/Domestic	0.023
0.237		0.236
	<u>Transport</u>	
0.013	Direct Transport	0.013
0.007	Contract Hire	0.007
0.004	Public Transport	0.002
0.022	Car Allowances	0.019
0.046		0.041
	<u>Supplies & Services</u>	
0.217	Equipment/Materials/Furniture	0.187
0.039	Communications/Computing	0.036
0.049	Provisions	0.036
0.065	Printing/Stationery	0.055
0.097	Advertising	0.194
0.017	Member Expenses	0.017
0.003	Grants & Subscriptions	0.002
0.047	Services	0.062
0.463	Miscellaneous	0.475
0.005	Other	0.004
1.002		1.068
	<u>Third Party</u>	
0.015	Cyclic	0.015
0.015		0.015
3.375	Total Expenditure	3.416
	<u>Income</u>	
-0.150	Government Grants	-0.150
-0.703	Customer/Client Receipts	-0.560
-0.012	Internal Income	-0.012
-0.865	Total Income	-0.722
2.510	NET CABINET OFFICE & PUBLIC RELATIONS BUDGET	2.694

Human Resources

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

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

support through participation in projects such as mock job interviews all of which contribute to the delivery of the employability aim.

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

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
3.528	NJC APT&C	3.325
0.223	JNC Chief Officers	0.222
0.128	Other	0.129
3.879		3.676
	<u>Transport</u>	
0.002	Public Transport	0.002
0.018	Car Allowances	0.018
0.020		0.020
	<u>Supplies & Services</u>	
0.031	Equipment/Materials/Furniture	0.026
0.065	Communications/Computing	0.065
0.001	Provisions	0.001
0.040	Printing/Stationery	0.041
0.071	Advertising	0.032
0.053	Grants & Subscriptions	0.021
0.115	Services	0.114
0.084	Miscellaneous	0.058
0.013	Other	0.013
0.473		0.371
	<u>Third Party</u>	
0.035	Rendered by Private Contract	0.035
0.035		0.035
4.407	Total Expenditure	4.102
	<u>Income</u>	
-0.544	Internal Income	-0.545
-0.544	Total Income	-0.545
3.863	NET HUMAN RESOURCES BUDGET	3.557

Legal and Democratic Services Division

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

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

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

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
3.113	NJC APT&C	3.242
0.626	JNC Chief Officers	0.547
0.109	Other	0.136
3.848		3.925
	<u>Premises</u>	
0.061	Rents	0.072
0.002	Local Tax	0.001
0.063		0.073
	<u>Transport</u>	
0.008	Public Transport	0.008
0.008	Car Allowances	0.008
0.016		0.016
	<u>Supplies & Services</u>	
0.071	Equipment/Materials/Furniture	0.073
0.044	Communications/Computing	0.051
0.052	Printing/Stationery	0.057
0.008	Advertising	0.007
0.032	Member Expenses	0.029
0.000	Grants & Subscriptions	0.001
0.774	Services	1.228
0.072	Miscellaneous	0.096
0.004	Other	0.004
1.057		1.546
	<u>Support Services</u>	
0.026	Recharges	0.049
0.026		0.049
5.010	Total Expenditure	5.609
	<u>Income</u>	
-0.610	Other Grants/Reimbursements	-1.320
-0.749	Customer/Client Receipts	-0.716
0.000	Internal Income	-0.202
-1.359	Total Income	-2.238
3.651	NET LEGAL AND DEMOCRATIC SERVICES BUDGET	3.371

Regeneration and Planning

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

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

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

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

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

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

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
2.830	NJC APT&C	2.697
0.199	JNC Chief Officers	0.205
3.029		2.902
	<u>Premises</u>	
0.012	Rents	0.006
0.001	Local Tax	0.001
0.013		0.007
	<u>Transport</u>	
0.001	Public Transport	0.001
0.035	Car Allowances	0.032
0.036		0.033
	<u>Supplies & Services</u>	
0.032	Equipment/Materials/Furniture	0.040
0.021	Communications/Computing	0.020
0.012	Printing/ Stationery	0.012
0.048	Advertising	0.027
0.037	Grants & Subscriptions	0.028
0.072	Services	0.025
0.130	Miscellaneous	0.099
0.004	Other	0.001
0.356		0.252
	<u>Third Party</u>	
0.235	Rendered by Voluntary Organisations	0.235
0.235		0.235
	<u>Support Services</u>	
0.003	Recharges	0.000
0.003		0.000
3.672	Total Expenditure	3.429
	<u>Income</u>	
-0.271	Government Grants	0.000
-0.063	Other Grants/Reimbursements	-0.007
-1.320	Customer/Client Receipts	-1.363
-1.654	Total Income	-1.370
2.018	NET REGENERATION AND PLANNING BUDGET	2.059

CHIEF EXECUTIVE THREE YEAR CAPITAL PROGRAMME

	BUDGET		
	2016/17	2017/18	2018/19
	£M	£M	£M
<u>Regeneration & Planning</u>			
Town Centre Physical Regeneration	0.240	0.240	0.240
Project Support Fund	0.250	0.250	0.250
Business Support Grants	0.250	0.250	0.250
Taff Vale Development	1.500	0.000	0.000
Vibrant and Viable Places Programme	6.265	7.539	0.000
Total Regeneration & Planning	8.505	8.279	0.740
<u>Cabinet Office & Public Relations</u>			
Buildings(Formerly ESG)	0.020	0.020	0.020
Total Cabinet Office & Public Relations	0.020	0.020	0.020
TOTAL CHIEF EXECUTIVE BUDGET	8.525	8.299	0.760

* The 2016/2017 budget includes estimated slippage from 2015/2016 and additional grant aided schemes that were known when the three year programme was agreed.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CORPORATE & FRONTLINE SERVICES

CORPORATE & FRONTLINE SERVICES OVERVIEW

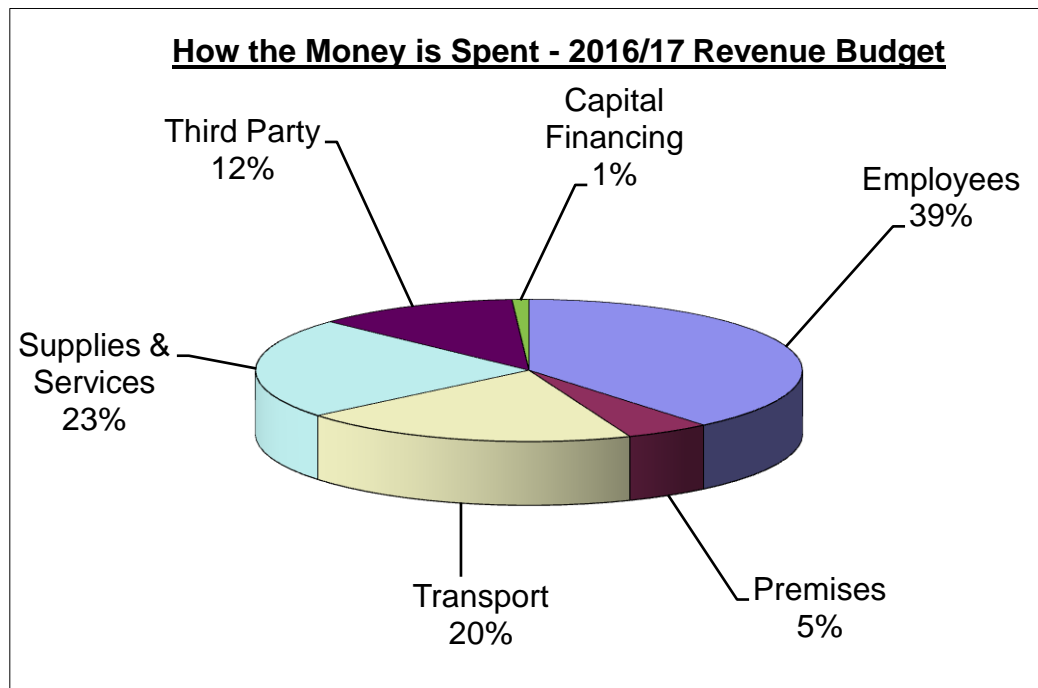
This group contains both front line (e.g. Highways, Transportation, Streetcare, Housing Benefits, Council Tax, Pensions and Customer Care) and corporate support functions (e.g. Accountancy, Corporate Estates, Procurement and ICT) that underpin the service delivery capability across all groups.

A summary of the total resources available for the Corporate & Frontline Services Group in the 2016/17 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	24.205	0.000	24.205
General Fund Revenue	94.380	-34.046	60.334
Total	118.585	-34.046	84.539

CORPORATE SERVICES REVENUE EXPENDITURE

The Net Revenue Budget for the Corporate Services Group for 2016/17 amounts to £60.334M. Gross expenditure is estimated at £94.380M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £34.046M reduces net expenditure to £60.334M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

Specific Revenue Grants 2016/17

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

Award Body	Purpose	Amount £M
Department for Work & Pensions	Housing Benefit Administration Subsidy	1.029
Welsh Government	NDR Admin Grant	0.372
	Environment & Sustainable Development	4.252
	Concessionary Fares	6.789
	Local Road Safety	0.133
	Bus Service Support	0.665
	Tomorrow's Valley Residual Waste	1.189
	Tomorrow's Valley Food Waste	0.064

GENERAL FUND REVENUE
CORPORATE & FRONTLINE SERVICES : TYPE OF SPEND

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
9.227	NJC Manual Workers	9.783
23.133	NJC APT&C	23.208
1.651	JNC Chief Officers	1.576
1.669	Other	1.710
35.680		36.277
	<u>Premises</u>	
1.391	Repairs & Maintenance	1.351
0.028	Maintenance of Grounds	0.025
0.934	Energy	0.741
0.722	Rents	0.673
1.280	Local Tax	1.297
0.132	Water	0.132
0.079	Fixtures & Fittings	0.078
0.203	Cleaning/Domestic	0.202
0.001	Other	0.001
4.770		4.500
	<u>Transport</u>	
7.372	Direct Transport	7.201
11.342	Contract Hire	11.382
0.557	Public Transport	0.562
0.173	Car Allowances	0.163
19.444		19.308
	<u>Supplies & Services</u>	
3.144	Equipment/Materials/Furniture	3.430
2.363	Communications/Computing	2.369
0.538	Printing/Stationery	0.517
0.173	Advertising	0.055
0.209	Grants & Subscriptions	0.159
8.409	Services	13.311
5.662	Miscellaneous	1.942
0.114	Other	0.137
20.612		21.920
	<u>Third Party</u>	
0.185	Rendered by Other Local Authorities	0.158
0.078	Rendered by Voluntary Organisations	0.078
8.122	Transport	8.495
0.094	Structural	0.096
0.297	Cyclic	0.303
0.374	Safety Aids	0.382
0.057	Winter Maintenance	0.058
2.262	Street Lighting	2.066
0.104	Miscellaneous	0.106
0.012	Highways Drainage	0.012
11.585		11.754

	<u>Transfer Payments</u>	
0.040	School Children/Students	0.044
0.040		0.044
	<u>Support Services</u>	
0.100	Recharges	0.030
0.100		0.030
	<u>Capital Financing</u>	
0.553	Other	0.547
0.553		0.547
92.784	Total Expenditure	94.380
	<u>Income</u>	
-12.694	Government Grants	-13.828
-1.141	Other Grants/Reimbursements	-1.208
-8.541	Customer/Client Receipts	-8.782
-3.626	Recharges–Other Revenue Account	-3.672
-6.544	Internal Income	-6.556
-32.546	Total Income	-34.046
60.238	NET CORPORATE & FRONTLINE SERVICES BUDGET	60.334

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Frontline Services</u>	
3.497	Highways Management	3.147
13.801	Transportation	13.776
0.082	Strategic Projects	0.311
3.001	Street Cleansing	3.200
0.607	Facilities Cleaning	0.721
4.504	Highways Maintenance	4.488
13.184	Waste Services	13.975
2.140	Fleet Maintenance	2.101
2.115	Group Directorate	1.728
42.931		43.447
42.931	<u>Total Frontline Services</u>	43.447
	<u>Corporate Services</u>	
	<u>Financial Services</u>	
2.377	Financial Management, Accountancy & Performance	2.035
3.148	Operational Finance	3.280
0.165	Public Service Partnerships	0.172
5.690		5.487
	<u>ICT & Customer Care</u>	
3.747	ICT Operational Services	3.761
2.297	Customer Care	2.224
6.044		5.985
	<u>Corporate Estates Management</u>	
0.072	Management of Surplus Sites	0.069
-0.101	Sundry Land and Properties	-0.153
1.884	Corporate Estates Management Department	2.177
2.926	Office Accommodation	2.660
0.646	Procurement	0.511
5.427		5.264
	<u>Group Management</u>	
0.146	Director and Support Services	0.151
0.146		0.151
17.307	<u>Total Corporate Services</u>	16.887
60.238	TOTAL CORPORATE & FRONTLINE SERVICES BUDGET	60.334

Frontline Services

Highways and Streetcare Services

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

To work with the community to maintain and improve the street scene to a standard which will promote civic pride and community responsibility.

To provide quality refuse and recycling services that are efficient and reliable and that satisfy both customer and legislative requirements.

The Division consists of four main areas of operation and contains the following service areas as outlined below:

Highways Technical Services

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

Transportation

Road Safety
Integrated Transport Unit
Transportation Strategy
Fleet Management & Maintenance

Strategic Projects

Construction Projects
Traffic Services
Land Reclamation & Engineering

Streetcare Services

Waste Services
Street Cleansing
Facilities Cleaning
Enforcement
Emergency Planning
Sustainable Development

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
9.079	NJC Manual Workers	9.638
6.036	NJC APT&C	6.071
0.264	JNC Chief Officers	0.350
1.669	Other	1.710
17.048		17.769
	<u>Premises</u>	
0.485	Repairs & Maintenance	0.469
0.135	Energy	0.125
0.098	Rents	0.116
0.323	Local Tax	0.318
0.060	Water	0.061
0.079	Fixtures & Fittings	0.078
0.128	Cleaning/Domestic	0.122
0.001	Other	0.001
1.309		1.290
	<u>Transport</u>	
7.360	Direct Transport	7.189
11.342	Contract Hire	11.382
0.548	Public Transport	0.554
0.077	Car Allowances	0.066
19.327		19.191
	<u>Supplies & Services</u>	
2.939	Equipment/Materials/Furniture	2.975
0.128	Communications/Computing	0.140
0.079	Printing/Stationery	0.071
0.154	Advertising	0.049
0.160	Grants & Subscriptions	0.113
8.321	Services	13.203
4.922	Miscellaneous	1.566
0.084	Other	0.108
16.787		18.225
	<u>Third Party</u>	
0.185	Rendered by Other Local Authorities	0.158
8.122	Transport	8.495
0.094	Structural	0.096
0.297	Cyclic	0.303
0.374	Safety Aids	0.382
0.057	Winter Maintenance	0.058
2.262	Street Lighting	2.066
0.104	Miscellaneous	0.106
0.012	Highways Drainage	0.012
11.507		11.676

	<u>Transfer Payments</u>	
0.040	School Children/Students	0.044
0.040		0.044
	<u>Support Services</u>	
0.094	Recharges	0.024
0.094		0.024
	<u>Capital Financing</u>	
0.514	Other	0.508
0.514		0.508
66.626	Total Expenditure	68.727
	<u>Income</u>	
-11.065	Government Grants	-12.427
-0.791	Other Grants/Reimbursements	-0.862
-6.717	Customer/Client Receipts	-6.984
-2.328	Recharges–Other Revenue Account	-2.374
-2.794	Internal Income	-2.633
-23.695	Total Income	-25.280
42.931	NET FRONTLINE SERVICES BUDGET	43.447

Corporate Services

Financial Services

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

The following functions are undertaken within the service area:

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

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
0.024	NJC Manual Workers	0.025
8.485	NJC APT&C	8.419
0.576	JNC Chief Officers	0.604
9.085		9.048
	<u>Premises</u>	
0.027	Cleaning/Domestic	0.027
0.027		0.027
	<u>Transport</u>	
0.006	Public Transport	0.005
0.029	Car Allowances	0.026
0.035		0.031
	<u>Supplies & Services</u>	
0.027	Equipment/Materials/Furniture	0.025
0.500	Communications/Computing	0.515
0.077	Printing/Stationery	0.077
0.006	Advertising	0.004
0.026	Grants & Subscriptions	0.023
0.070	Services	0.090
0.645	Miscellaneous	0.281
0.008	Other	0.007
1.359		1.022
	<u>Third Party</u>	
0.078	Rendered by Voluntary Organisations	0.078
0.078		0.078
	<u>Support Services</u>	
0.006	Recharges	0.006
0.006		0.006
10.590	Total Expenditure	10.212
	<u>Income</u>	
-1.629	Government Grants	-1.401
-0.743	Customer/Client Receipts	-0.687
-1.298	Recharges–Other Revenue Account	-1.298
-1.230	Internal Income	-1.339
-4.900	Total Income	-4.725
5.690	NET FINANCIAL SERVICES BUDGET	5.487

ICT & Customer Care

ICT

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

The Service Delivers & Supports:

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

Key Objectives 2016/17

- Delivery of an 'interim' Digital Plan to improve our underlying IT Infrastructure and enable Agile Working transformational change.
- Ensure customers receive a quality response based on timeliness, satisfaction and resolution at first point of contact, whilst leading, supporting & delivering on Council ICT based improvement projects (including service change agenda).
- Maximise exploitation of our Assets:– where appropriate in collaboration (people, contracts & budgets).
- Enabling technological agility:– 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.
- Support the delivery of key service led ICT enabled improvement projects and initiatives.
- Managing, Sharing & Using Secure Information, ensuring effective information governance, enabling secure data sharing, assessing opportunities for integration and ensuring the Council is compliant with Central Government ICT Legislation & Security Standards.

Customer Care Service

Customers can easily access services when they need to through their preferred channel and receive quality resolution first time.

Website and Mobile Self Service

- The Customer Care service co-ordinates the design, build and promotion of on-line services.
- Customers increasingly seek information 'on-line' at the Council's website, with over 1.9 million visits to www.rctcbc.gov.uk, annually. This allows customers to 'self-serve' at their convenience with systems continually developed to enable customers to transact their business with the Council on-line through a wide range of devices, e.g. over 50% of visits to the website are through 'mobile' devices.

Contact Centre (Telephone)

- The Contact Centre responds to 550,000 contacts annually, relating to Council Tax, Benefits, Street Care, Waste, Public Health and Adult Social Care enquiries.
- It provides a 24/365 emergency response and is an accredited monitoring centre for 'Lifeline' and similar safety devices in the home.
- The Local Health Board is directly supported at this facility to respond to health related services including GP Out of Hours contacts.

One4aLL (Face to Face) Centres

- One4aLL Centres provide advice 'in person' in the community, with 78,000 contacts annually. Customers are supported with matters that may need evidence to be provided, assessed, or issued such as Disabled Parking badges, Concessionary Bus passes, or support with applications for Planning, Benefits and so on.
- The Centres host a range of 'specialists', e.g. Registrar, Citizen Advice, Department for Work and Pensions, Credit Union etc.

Key Objectives 2016/17

- To Further Improve Digital Services for Customers via the Council's Website, Mobile App and similar devices to ensure that the majority of customer interactions are on line by 2020.
- To sustain Advisor Assisted Access for customers and processes that require a physical interaction.
- To attain High satisfaction and resolution rates across both digital and advisor assisted services.
- To promote on line services in a general and targeted manner.

- To support the implementation of the Social Services & Wellbeing Act in regard to the provision of Information and Advice through the above access channels.

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
4.603	NJC APT&C	4.454
0.238	JNC Chief Officers	0.151
4.841		4.605
	<u>Premises</u>	
0.001	Repairs & Maintenance	0.001
0.001	Rents	0.001
0.001	Cleaning/Domestic	0.001
0.003		0.003
	<u>Transport</u>	
0.010	Direct Transport	0.010
0.002	Public Transport	0.002
0.017	Car Allowances	0.018
0.029		0.030
	<u>Supplies & Services</u>	
0.154	Equipment/Materials/Furniture	0.404
1.566	Communications/Computing	1.571
0.363	Printing/Stationery	0.352
0.002	Advertising	0.000
0.004	Grants & Subscriptions	0.004
0.007	Services	0.006
0.029	Miscellaneous	0.028
0.007	Other	0.007
2.132		2.372
7.005	Total Expenditure	7.010
	<u>Income</u>	
-0.130	Customer/Client Receipts	-0.130
-0.831	Internal Income	-0.895
-0.961	Total Income	-1.025
6.044	NET ICT & CUSTOMER CARE BUDGET	5.985

Corporate Estates Management & Procurement

Recent structural and management changes within the Council have resulted in structural changes within the Division. Corporate Estates have now merged with the Procurement Unit. The Division has also acquired a small team of Legal Property professionals and a small team dealing specifically with the RCT Together initiative (Community Asset Transfers).

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

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

The Corporate Procurement Unit is responsible for all procurement for the Council. In practice, common and high value procurements are directly undertaken by the unit or its collaborative partners and lower value spends and call-off ordering undertaken within the Council's Directorates. The Unit also has a strategic role to ensure compliance with European Union Procurement Directives, ensuring value for money is achieved for its goods and services, compliance with Contract Procedure Rules and develops and delivers the Corporate Procurement Strategy and Welsh Procurement Policy Statement. This also means ensuring that procurement helps achieve the Council objectives within the Community and Improvement Plans.

The Unit is responsible for procurement strategy and policy, procurement efficiency and improvement, e-procurement, delivery of inter-service procurement projects, interfaces with suppliers and providers and sustainable procurement. In doing so, the Unit provides a clear lead, strategic direction via access to information including best practice, guidance and technical expertise to facilitate more coherent, effective and efficient services. It is through these activities that the Unit acts as a 'catalyst for change' in order to help ensure service directorates reap the benefits from smarter procurement and to maximise value from any capital investment.

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

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

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
0.124	NJC Manual Workers	0.120
4.009	NJC APT&C	4.264
0.423	JNC Chief Officers	0.315
4.556		4.699
	<u>Premises</u>	
0.905	Repairs & Maintenance	0.881
0.028	Maintenance of Grounds	0.025
0.799	Energy	0.616
0.623	Rents	0.556
0.957	Local Tax	0.979
0.072	Water	0.071
0.047	Cleaning/Domestic	0.052
3.431		3.180
	<u>Transport</u>	
0.002	Direct Transport	0.002
0.001	Public Transport	0.001
0.049	Car Allowances	0.052
0.052		0.055
	<u>Supplies & Services</u>	
0.024	Equipment/Materials/Furniture	0.026
0.168	Communications/Computing	0.143
0.017	Printing/Stationery	0.015
0.011	Advertising	0.002
0.019	Grants & Subscriptions	0.019
0.011	Services	0.012
0.066	Miscellaneous	0.067
0.012	Other	0.011
0.32		0.29
8		5
	<u>Capital Financing</u>	
0.039	Other	0.039
0.039		0.039
8.406	Total Expenditure	8.268
	<u>Income</u>	
-0.350	Other Grants/Reimbursements	-0.346
-0.951	Customer/Client Receipts	-0.981
-1.678	Internal Income	-1.677
-2.979	Total Income	-3.004
5.427	NET CORPORATE ESTATES MANAGEMENT & PROCUREMENT BUDGET	5.264

Group Management

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

GROUP MANAGEMENT : TYPE OF SPEND

2015/16 Budget		2016/17 Budget
£M		£M
	<u>Employees</u>	
0.150	JNC Chief Officers	0.156
0.150		0.156
	<u>Transport</u>	
0.001	Car Allowances	0.001
0.001		0.001
	<u>Supplies & Services</u>	
0.001	Communications/Computing	0.000
0.002	Printing/Stationery	0.002
0.003	Other	0.004
0.006		0.006
0.157	Total Expenditure	0.163
	<u>Income</u>	
-0.011	Internal Income	-0.012
-0.011	Total Income	-0.012
0.146	NET GROUP MANAGEMENT BUDGET	0.151

CORPORATE & FRONTLINE SERVICES THREE YEAR CAPITAL PROGRAMME

	BUDGET		
	2016/17	2017/18	2018/19
	£M	£M	£M
<u>Corporate Services</u>			
<u>Financial Services</u>			
CIVICA Financials	0.200	0.200	0.200
Capitalisation of Computer Hardware/Software & Licences	0.500	0.500	0.500
Total Financial Services	0.700	0.700	0.700
<u>Customer Care & ICT</u>			
ICT Infrastructure Investment	0.500	0.000	0.000
Total Customer Care & ICT	0.500	0.000	0.000
<u>Corporate Estates</u>			
Major Refurbishment/Rationalisation of Service Group Accommodation	0.150	0.150	0.150
Strategic Maintenance	0.050	0.050	0.050
Total Corporate Estates	0.200	0.200	0.200
Total Corporate Services	1.400	0.900	0.900

<u>Frontline Services</u>			
<u>Highways Technical Services</u>			
Highways Improvements	6.900	1.190	1.190
Car Parks	0.045	0.045	0.045
Structures	2.940	0.350	0.350
Street Lighting	1.964	0.250	0.250
Total Highways Technical Services	11.849	1.835	1.835
<u>Strategic Projects</u>			
RCT & Other Grant Transport Schemes	0.055	0.025	0.025
Transportation Infrastructure	4.492	0.000	0.000
Traffic Management	0.175	0.160	0.160
Drainage Improvements	0.851	0.140	0.140
Total Strategic Projects	5.573	0.325	0.325
<u>Wastes Strategy</u>			
Dinas Community Recycling Centre	0.150	0.000	0.000
Total Waste Strategy	0.150	0.000	0.000
<u>Fleet</u>			
Vehicles	4.965	2.112	0.631
Total Fleet	4.965	2.112	0.631
<u>Buildings</u>			
Buildings	0.268	0.100	0.100
Total Buildings	0.268	0.100	0.100
Total Frontline Services	22.805	4.372	2.891
TOTAL CORPORATE & FRONTLINE SERVICES BUDGET	24.205	5.272	3.791

* The 2016/2017 budget includes slippage from 2015/2016 and additional grant aided schemes that were known when the three year programme was agreed.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

AUTHORITY WIDE BUDGETS

AUTHORITY WIDE BUDGETS OVERVIEW

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

A summary of the total resources available for these budgets in the 2016/17 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	2.450	0.000	2.450
General Fund Revenue	146.337	-72.799	73.538
Total	148.787	-72.799	75.988

AUTHORITY WIDE BUDGETS : SERVICES PROVIDED

2015/16 Budget		2016/17 Budget
£M		£M
23.364	Capital Financing	22.977
11.406	Levies	11.382
12.352	Miscellaneous	14.825
0.400	NDR Relief	0.400
23.897	Council Tax Reduction Scheme	23.954
71.419	TOTAL AUTHORITY WIDE BUDGETS	73.538

CORPORATE INITIATIVES THREE YEAR CAPITAL PROGRAMME

	BUDGET		
	2016/17	2017/18	2018/19
	£M	£M	£M
Asset Management Planning	0.050	0.050	0.050
Corporate Improvement	0.075	0.075	0.075
Asbestos Management	0.200	0.200	0.200
Asbestos Remediation Works	0.050	0.050	0.050
Legionella Remediation Works	0.275	0.275	0.275
Legionella Management	0.200	0.200	0.200
Housing & Regeneration	0.200	0.000	0.000
Council Wide Energy Efficiency	1.400	0.000	0.000
TOTAL CORPORATE INITIATIVES BUDGET	2.450	0.850	0.850

* The 2016/2017 budget includes estimated slippage from 2015/2016 and additional grant aided schemes that were known when the three year programme was agreed.