

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

BUDGET 2015/16

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FOREWORD BY GROUP DIRECTOR CORPORATE AND FRONTLINE SERVICES

On the 4th March 2015 the Council agreed the Cabinet's proposals and recommendations for the revenue budget for the 2015/16 financial year. This was followed up on the 25th March 2015 with the agreement of the Council's Three Year Capital Programme 2015/16 - 2017/18. The budget-setting process continues to be ever challenging as the expectations of local residents are balanced with the continual drive from the Council for greater efficiency whilst continuing to deliver key services, during this time of national austerity and reduced available funding.

At an all Wales level, the Minister for Public Services (Leighton Andrews, Assembly Member) announced a **decrease** in revenue funding (adjusted for transfers) of 3.5% for local authorities in Wales for the year 2015/16. The decrease for Rhondda Cynon Taf was 3.7% and is set against inflation running at much higher levels (+ 2 – 3% during 2014).

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 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.

Given the level of the settlement and updated spending needs (including schools) and after the impact of decisions already taken, the Council was faced with a remaining funding gap of £13.9M which needed to be bridged in order to set a balanced budget.

The Council was able to balance the budget for 2015/16 with a combination of efficiency measures and service efficiency reviews (£6.8M), service cuts / charges (£2.7M) and the use of the Medium Term Financial Planning (MTFP) and Service Transformation Reserve - (transitional funding £4.4M). Such a strategy did not undermine the Council's core financial health (i.e. £10M remaining in general reserves) albeit the need for further service changes will need to be considered as part of balancing the funding gap projected, at the time, an estimated £42.3M to 2017/18.

The settlement provided no indication of resource levels for the following financial year (2016/17) albeit there is an expectation of continued negative settlements into the future, which will be clearly some way below Central Governments target 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 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 4th MARCH 2015

- THE COUNCIL'S 2015/16 REVENUE BUDGET STRATEGY

COUNCIL REPORT 25th MARCH 2015

- THE COUNCIL'S THREE YEAR CAPITAL PROGRAMME 2015/16 - 2017/18

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2014-2015- REPORT NO.

**COMMITTEE:
COUNCIL**

4th March 2015

PART 1	AGENDA ITEM NO.
THE COUNCIL'S 2015/2016 REVENUE BUDGET STRATEGY	

REPORT OF:

THE CABINET

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1.0 PURPOSE OF THE REPORT

1.1 This report provides information on the implications for the Council of the local government settlement for 2015/2016. 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 2016.

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 2015/2016 local government settlement, reproduced at Appendix 1;
- 2.2 Note the allocation of £0.200M 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 2015/16 as summarised in Table 1;
- 2.4 Note the budget adjustments agreed previously following Cabinet approval in respect of :
- Cabinet 22nd January 2015:
 - Charging for use of sports pitches

- Cabinet 12th February 2015:
 - Review of the Council's Car Mileage Rates
 - Staff Panel Ideas
 - Funding for Nursery Education
 - Music Service

2.5 Approve the budget strategy proposals as summarised in Table 3, including:

- I. An agreed general efficiency target of £5M for 2015/16;
- II. The delivery of Service Specific Efficiency Reviews totalling £1.280M for 2015/16 in the following areas:
 - Marketing and Tourism
 - Special Education
 - Corporate Finance
 - Adult Education
 - Sports Development
 - Business Support
 - Highways Maintenance
- III. An increase in Trade Waste charges to deliver additional income of £0.200M in 2015/16;
- IV. A net reduction in the Capital Programme of £0.900M for 2015/16;
- V. Use of the 'Medium Term Financial Planning & Service Transformation Reserve' as transitional funding, totalling £4.396M in 2015/16.

2.6 Approve Tables 4 and 5 in Section 12 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 2016 at 3.8%;

2.8 Agree the Council's overall budget for 2015/2016, in order to set the Council Tax for the forthcoming financial year by the statutory deadline of the 11th March 2015.

3.0 BACKGROUND

3.1 At the Council meeting on the 24th of September last year, the Council's audited accounts were presented, which reported General Fund Balances amounting to £10.282M.

3.2 Given the continuing financial pressures the Council is working under, the continuing growth in the quantum of our budget and the potential risks that lie ahead, 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 is at a level held for some years, although this minimum is set in 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. 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 balance of the Medium Term Financial Planning and Service Transformation Reserve as at the 31st March 2014 was £6.8M. Further draw down from this reserve was actioned during 2014/15 and opportunities have also been taken to replenish this reserve as follows:

- At the 25th June 2014 Council, Members agreed an additional allocation from the reserve of £1.2M to 'rebalance' the budget strategy for 2014/15 following the Judicial Review judgment in respect of how nursery education is funded by the Council.
- Members have been updated through the quarterly performance monitoring framework that decisions taken in-year during 2014/15 have resulted in savings being generated that can now provide one off cash benefit to the transitional funding reserve as well as a positive base budget impact in 2015/16. The latest estimate of this 2014/15 benefit (Quarter 2 performance report, reported to Cabinet on the 20th November) equates to £1.3M.
- As per paragraph 3.2 above, £10M is considered to be a minimum level of General Fund Balances that this Council should hold and as at the 31st March 2014, that level equated to £10.282M. It is appropriate therefore to allocate a further £0.200M from General Fund Reserves to transitional funding and leave £10.082M as a General Fund Balance pre the year end assessment for 2014/15 that will be undertaken as part of preparing this year's statement of accounts at financial year end.

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- 3.4 The net effect of actions proposed above would mean that the Medium Term Financial Planning and Service Transformation Reserve available to support the 2015/16 budget strategy at this time equates to **£7.1M.**
- 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, albeit this becomes increasingly more difficult 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 2016. 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 led to the removal of an “efficiency” sum of over £64M 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 the senior management team was able to commence initial work on its budget strategy for 2015/2016. The broad objectives of next year’s proposed strategy are to:
- (i) Retain the support of the Wales Audit Office for the approach the Council has adopted to securing strong financial management;
 - (ii) Continue with the delivery of our key services and protect as many local jobs as possible even with diminishing financial resources; and
 - (iii) Take a responsible attitude towards agreeing the level of the Council Tax.

4.0 THE 2015/2016 LOCAL GOVERNMENT SETTLEMENT

- 4.1 On the 10th December 2014, the Minister for Public Services (Leighton Andrews AM) announced the 2015/2016 local government settlement. The Minister’s statement and key tables are attached at Appendix 1.
- 4.2 The “headlines” of the final 2015/2016 settlement are as follows:-
- a. The overall reported decrease in Revenue Support Grant (RSG) and Non-Domestic Rates funding for 2015/2016 (of

unhypothesized funding) at an all Wales level, is -3.4%. Closer inspection of the settlement details reveals that the decrease excludes the impact of the additional Local Government Borrowing Initiative (LGBI) for the 21st Century schools programme totalling at an all Wales level, £4.5M. The impact of this adjustment is that the overall funding reduction at an all Wales level is actually -3.5%.

- b. The settlement for Rhondda Cynon Taf, shows a reported decrease of -3.6% which is worse than the average reported of -3.4%. As detailed above, the reported decrease should be adjusted for the 21st Century schools LGBI, resulting in an actual funding decrease for this Council of **-3.7%** in 2015/16. 'Reported' settlements across the twenty two local authorities in Wales range from at best -2.4% to at worst -4.5%, the latter of which has been held at this level through a damping / floor adjustment applied by Welsh Government.
- c. The Settlement includes a number of stated 'transfers in'. For this Council, these equate to:
 - LGBI 21st Century Schools - £0.936M
 - Integrated Family Support Services - £0.280M
 - Autistic Spectrum Disorder - £0.040M
- d. The Settlement includes a number of stated 'transfers out'. For this Council, these equate to:
 - Student Finance Wales - £0.198M
 - Feed Safety Controls - £0.039M
 - National Adoption Service - £0.022M
- e. The Final settlement now contains details of our share of Outcome Agreement grant for next year (this was not included at Provisional settlement stage). The amount available for 2015/16 (subject to appropriate performance targets being achieved) totals £2.467M, which is a reduction of £0.037M compared with 2014/15.
- f. The settlement contains no indication of future year projections i.e. 2016/17 and beyond.
- g. We are still awaiting details on many specific grants. At an all Wales level many grants are reducing, some significantly and some are being replaced altogether by other grants (at a lower value). Some grants are ending altogether most notably the Intermediate Care Fund (at £35M all Wales).
- h. The Council's General Capital Funding allocation is reduced by 0.3% (£0.040M) to £11.154M.

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- 4.3 The overall impact of the Final settlement, compared with Provisional, is that funding available to the Council has increased by some £0.269M.

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 2015/2016. These are:
- a. *Fire Service Levy* - The Fire Service Levy has reduced by £0.428M from the original assumption used in the budget modelling. This reduction reflects changing population levels and a general reduction in the fire service levy chargeable for 2015/16.
 - b. *Senior Management Structure* – As per the Council report on the 29th October 2014, changes to the Senior Management structure agreed will result in a further £0.723M base budget saving in 2015/16.
 - c. *Expressions of Interest Exercise 2014/15* – During 2014/15 a comprehensive 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 achieved will deliver base budget savings of £1.925M for 2015/16.
 - d. *Changes agreed to the delivery of One4all Services across the County Borough* – As per the Cabinet decision on the 20th November 2014, changes in the One4all Service will deliver savings of £0.245M in 2015/16.
 - e. *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 Social Care Services. A review has concluded that action can be taken to lower the assumptions around 2015/16 demographic pressures within Adult Social Care. This will reduce the additional base requirement by £1M in 2015/16. In addition, the service is reviewing the requirements of the Social Care and Wellbeing Act and will, during 2015/16, set out plans for service transformation linked to these new requirements.
 - f. *Council Tax Reduction Scheme (CTRS) Requirements* – CTRS as Members are aware was introduced in 2013/14 as a replacement for Council Tax Benefit. Based on caseload and spend during 2014/15, it is considered appropriate to lower the budget for this

scheme by £0.500M in 2015/16. It should be noted that the cost of supporting CTRS, even after this reduction is in excess of the Welsh Government funding level included in the settlement which has been fixed in cash terms since 2013/14 (in 2014/15 whilst the amount identified within the settlement totalled £21.960M, the actual projected spend for the Council this year is estimated to be £22.985M).

- g. *Capital Charges* – Capital Charges represent the revenue cost implications of the costs of borrowing that we are required to undertake to fund investment in infrastructure, such as our schools and roads. The Treasury Management Mid-Year Review report was recently presented to Council (10th December 2014) which documented the robust processes we have in place. As part of the ongoing assessment of capital charge requirements, including views on likely borrowing rate changes, we are able to reduce the budget allowance by £0.500M for 2015/16.
- h. *Miscellaneous Items* - During 2014/15, a number of decisions have been taken operationally that will deliver base budget savings in 2015/16. These include restrictions on provision of buffets, removal of the council newspaper and forgoing of increases in Members allowances. In addition, following another successful Nos Galan event in December 2014, the Chair of the Organising Committee has indicated that a further reduction in the core budget for this event is possible for 2015/16 (over and above that agreed previously). The total of these decisions reduces base budget requirements by £0.141M in 2015/16.

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 2015/16 Base

	£M
Fire Service Levy	0.428
Senior Management Structure	0.723
Expressions Of Interest Exercise 2014/15	1.925
Changes to the Delivery of One4all Services	0.245
Ongoing Reassessment of Base Budget Pressures	1.000
Council Tax Reduction Scheme	0.500
Capital Charges	0.500
Miscellaneous Items	0.141
Total Reduction in Base Budget Requirement	5.462

6.0 THE FINANCIAL IMPLICATIONS OF THE 2015/2016 SETTLEMENT FOR RHONDDA CYNON TAF

- 6.1 The settlement indicates that our 2015/2016 RSG and NDR funding will total £354.675M.
- 6.2 In anticipation of the 2015/2016 local government settlement, the Council's service managers have constructed base budget requirements for next financial year. Those initial calculations provided for:-
- National wage awards and pension costs (the former based on the recently agreed 2 year deal running from January 2015, offset by the decision not to award Chief Officers a pay increase);
 - Non-pay (i.e. goods and services) inflation, including energy;
 - Corporate financing requirements and levies;
 - Full year effects of additional burdens imposed on the Council.
- 6.3 The aggregate outcome of Points 6.1 and 6.2 above, including a Council Tax increase set at 3.8%, using the final tax base for 2015/2016, would produce an initial gap between required and available resources of some £16.439M.

7.0 DEVELOPING AN EQUITABLE, DELIVERABLE AND BALANCED BUDGET FOR 2015/2016

- 7.1 It will not be easy for us to develop an equitable and deliverable revenue budget strategy given the -3.7% 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 highlighted 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.
- 7.5 The initial net budget position following on from the above is a “funding gap” of some £16.439M. It is also estimated that the gap will rise over the three years to 2017/18 to an estimated £56M if our base budget is not reduced. It is proposed that this exercise is dealt with in two parts – firstly, setting the schools budget, and secondly assessing the options for bridging any remaining gap for 2015/2016.

8.0 THE INDIVIDUAL SCHOOLS BUDGET (ISB)

- 8.1 How the Council deals with the allocation of resources to be delegated to schools will, as always, be particularly important.
- 8.2 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 0.6% for 2015/16 as compared to a decrease of -3.7% 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 0.6% uplift, adjusted for items such as pupil number changes and changes in employee cost requirements is that the overall schools ‘requirement’ reduces by £2.554M, leaving a remaining overall gap for the Council of £13.885M. Schools will not be required to contribute to the Council’s general efficiency targets and whilst the budget ‘requirement’ is lowered, the actual change in the school budget year on year (2014/15 to 2015/16) equates to an increase of £0.963M.
- 8.3 It will then be for schools’ governing bodies to manage the service implications in the same way that the Cabinet has to do with the rest of the Council budget, but in the knowledge that they have received funding at a level well above the Welsh Government’s 2015/2016 local government settlement.
- 8.4 As previously referenced, this Council’s settlement from WG was a decrease in resources of -3.7%. In cash terms our schools will receive over £6M more than they would have received if they had been treated in line with other Council services.

9.0 DEALING WITH THE REMAINING REVENUE BUDGET GAP

9.1 The position after allowing for the Welsh Government's required treatment of schools, leaves a gap of £13.885M.

9.2 Following careful consideration, the following approach is recommended:

- a. *Efficiencies* –Whilst the generation of efficiency savings becomes increasingly difficult over time, new technology, collaboration and new ways of working are examples of where such gains can still be delivered. As in previous years, services have been tasked with identifying 'general' base budget efficiency savings. Originally this target was set at £4M for 2015/16, but extensive work across services has allowed for this target to be exceeded, in part by bringing work planned for 2016/17 forward to 2015/16, and plans are now in place to deliver £5M of savings in 2015/16. This will mean that since 2004/2005 the budget has been reduced by over £69M (in the region of 15% of the base budget) without cutting front line services or requiring compulsory redundancies.

In addition to 'general' base budget efficiency, service reviews have also been undertaken across a range of services which will deliver savings in 2015/16. These are classed as 'efficiency savings' not 'service cuts', given that they represent no visible front line / customer impact. Prudently, it is assumed that each of the proposals will have a part year impact for 2015/16.

The service review efficiency areas are:

- I. **Marketing and Tourism** – A service review has identified an opportunity for cost savings. Service redesign, including bringing together the functions of tourism and marketing will deliver economies of scale and a more effective service.

If agreed, this proposal would deliver savings of £0.113M in 2015/16 (full year impact £0.150M).

- II. **Special Education** – A staffing restructure to reflect the changing needs of pupils and schools will be undertaken. Staff resources will be deployed more effectively to become more efficient, along with a review of charges to schools for the provision of placements or alternative education outside of mainstream schools.

If agreed, this proposal would deliver savings of £0.357M in 2015/16 (full year impact £0.476M).

- III. **Corporate Finance** – A service review has identified a number of opportunities to restructure areas of the service to deliver more focussed and integrated services. It will include the merger of performance and finance teams, restructuring of payroll services, the removal of the service improvement function, a transfer of the Council's Insurance function to Legal Services (to provide economies of co-location) and the centralisation of the mail room function to Ty Elai. The front line functions within the service will not be adversely affected by the proposal.

If agreed, this proposal would deliver savings of £0.415M in 2015/16 (full year impact £0.553M).

- IV. **Adult Education** – Delivery of the 'Bridges into Work' European Social Fund programme finished on 31st December 2014 with project closure to be completed by 31st March 2015. No extension to this programme has been granted therefore the match funding previously committed from council budgets is no longer required. Any new initiatives would have to be funded via alternative sources of external funding.

If agreed, this proposal would deliver savings of £0.045M in 2015/16 (full year impact £0.060M).

- V. **Sports Development** – Sports Development promotes and facilitates community participation in sport. For 2014/15, gross expenditure for the Service is £1.187M with income estimated at £0.947M of which £0.786M is delivered through grant funding from Sport Wales, Public Health Wales NHS Trust & Cwm Taf Local Health Board and other grant bodies.

The proposal is to reduce the net budget through service restructuring, mindful of avoiding any changes which could impact on specific grants receivable and used by the service.

If agreed, this proposal would deliver savings of £0.150M in 2015/16 (full year impact £0.200M).

- VI. **Business Support** – The savings will be achieved through restructuring and reduction of non pay budgets in the business support functions within Education and Environmental Services.

If agreed, this proposal would deliver savings of £0.050M in 2015/16 (full year impact £0.066M).

- VII. **Highways Maintenance** - The service undertakes a range of highway maintenance activities as well as providing a

construction service for capital highway projects and any highway construction works for other Council services. A service review has been undertaken based on future budget projections and workforce capacity and efficiencies and cost savings are deliverable without the need to impact on current maintenance service levels.

If agreed, this proposal would deliver savings of £0.150M in 2015/16 (full year impact £0.200M).

Specific service reviews are projected to deliver £1.280M in 2015/16 (full year impact £1.705M). In total therefore, efficiency savings amounting to £6.280M are being targeted for 2015/16 (in addition to the £1.925M expressions of interest exercise highlighted earlier in paragraph 5.1c).

- b. *Staff Panel Ideas* – In June of last year, the Leader of the Council, established the Staff Panel. The panel included staff members from across a range of services, Trade Union representatives, councillors and appropriate support staff. The Panel has proved to be an extremely valuable resource for assessing the savings ideas submitted by staff and the public (over 700 received to date) and in working these up to deliverable proposals. The first recommendations for savings from the Panel were agreed by Cabinet on the 12th February 2015. The decisions taken at the Cabinet were in respect of:
- *Mobile Devices* – the implementation of an improved tariff rate secured for mobile phone devices, allowing a total budget saving of £0.095M. In addition, a review in respect of a reduction in mobile devices across the Authority, allowing a further annual budget saving of £0.022M.
 - *Provision of Water Coolers in Council Buildings* - the removal of water coolers from all back office locations (excluding front facing buildings e.g. Leisure centres), allowing an annual budget saving of £0.014M.
 - *Cash Collection Arrangements* - To reduce the frequency of cash collections from specific Council establishments, whilst ensuring security arrangements and insurance limits are not compromised, allowing an annual budget saving of £0.010M.
 - *Purchase of Newspapers for use by the public* - To reduce the purchase of newspapers at Day Centres and Homes for the elderly to 1 daily national newspaper and 1 weekly local newspaper, allowing an annual saving of £0.005M

The estimated savings achievable in 2015/16 from the Staff Panel recommendations total £0.146M. As further recommendations for savings are agreed by the Panel throughout 2015/16, these will be reported to Cabinet for approval.

c. *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. Over and above the general increase, a review has also been undertaken on the introduction of charges for any services currently delivered free and whether there are any areas where specific fee levels should be set. In this respect, two specific proposals are highlighted:

I. Parks Fees & Charges

Following a comprehensive consultation exercise, Cabinet took the decision on the 22nd January 2015 to implement the Service Change Proposal in respect of 'Charging for the Use of Sports Pitches'. A charging schedule and changes to operational practices linked to pitch inspection requirements was agreed. The impact of these changes is estimated to deliver a saving of £0.107M in 2015/16.

II. Trade Waste

The Council's Trade Waste charges are currently some way below the levels charged by other councils in Wales and do not provide an appropriate incentive for businesses to recycle. The Council's strategy in this regard is to work with businesses to encourage increased recycling levels, with a charging structure which would make it cheaper for them if they do so. Increasing their recycling levels would enable businesses to have their bins removed and change to a more cost effective bag collection system for residual waste materials where they would pay for bags and only put the bags out for collection when they need to.

The proposed increases in **trade waste** charges are shown in Table 2 below:

Table 2: Proposed Trade Waste Charges 2015/16

	CURRENT CHARGE £	PROPOSED CHARGE £
Trade Waste Bags (cost per bag)	1.30	1.75
240L Bin (cost per week)	3.40	8.20
660L Bin (cost per week)	9.95	18.70
1100L Bin (cost per week)	15.25	29.00
Trade Recycling Bags (cost per bag)	0.30	0.35
Food Recycling:		
240L Bin (cost per week)	N/A	7.00
Nappy Collections & Incontinence Pads:		
240L Bin (cost per week)	N/A	7.00

The proposed level of charges would bring us to a level more comparable with other councils and would remain favourable compared with private sector comparators. The proposal would increase income levels by £0.200M in 2015/16.

(Note: A report was agreed by Cabinet on the 12th February 2015 setting out in detail the general uplift to fees and charges for 2015/16).

- d. *Capital Programme Considerations* – Whilst the majority of the Council's Capital Programme is funded via the Welsh Government's general capital grant, capital receipts and specific grants, there is an element of direct revenue funding support into the programme that for 2014/15 equates to £2.2M. As part of assessing the revenue budget position, the sustainability of this level of Direct Revenue Financing has to be reviewed. Alongside this it is also appropriate to consider the ongoing infrastructure needs we face into the medium term, which we have sought to target in recent years through additional funding, particularly for investment in our roads. It is proposed therefore that as part of the revenue budget strategy for 2015/16, a net reduction in revenue funding is actioned of £0.900M. This equates to a £1M reduction in revenue funding of existing programme elements, offset by a further investment of £0.100M revenue to support prudential borrowing and investment in our infrastructure. The detailed analysis and implication of this net reduction will be part of the updated three year capital programme that will be reported to Council in March.
- e. *Review of the Council's Car Mileage Rates* – changes were agreed by Cabinet on the 12th February 2015 in respect of the reduction in the current mileage rate payable to staff that utilise their vehicles for work related purposes. The decision taken was to reduce the

current car mileage rate from 45p to 35p per mile with this being effective from the 1st May 2015.

Based on current mileage claimed, the full year savings achievable from this change are estimated to be £0.400M. Given the implementation date of the 1st May 2015, this is estimated to deliver £0.367M in 2015/16.

f. *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 two service change proposals were recently taken by Cabinet on the 12th February 2015. These related to the funding for Nursery Education and changes to the Music Service. For each, the decision taken is summarised below:

- Funding for Nursery Education – it was agreed that this is to be based on:
 - Part time (half day) (15 hours per week) provision from the term after a child’s 3rd Birthday (pre-nursery and nursery);
 - Full time (30 hours per week) provision from the term after a child’s 4th Birthday (nursery and reception)
 - Funding up to 15 hours per week (subject to capacity) of nursery provision in private, voluntary or independent registered education providers from the term following the child’s third Birthday where there is no suitable availability within a school (n.b. in this context ‘suitability’ shall relate to the availability of a place at a school which, in the councils opinion, is within a reasonable radius of the child’s ordinary place of residence i.e. where those with parental responsibility for the child live).
 - That children already in receipt of full time nursery provision (during the 2014-2015 academic year) will continue to be funded for full time provision i.e. they will not be affected by implementation of the proposal.
 - That the provision of funding for Free School Meals is to continue for those children eligible and in receipt of either part time or full time nursery provision (reducing the saving by £0.105M in a full year which equates to £0.071M part year impact in 2015/16).
 - That the provision of Home to School Transport continue in line with the Council’s current Learner Travel Policy and in accordance with that policy, transport would only be arranged to coincide with the start and end of the normal school day and not at lunchtimes.

It was agreed that the implementation of these changes would take effect from the 1st September 2015. The full year savings achievable are estimated to be £2.061M with £1.259M being the part year impact in 2015/16.

- Music Service – it was agreed to re-launch the service with the following changes applied:
 - All the music teachers and instructors will be offered the opportunity to be re-engaged on local terms and conditions on a term time basis (36 weeks) only for instrumental and whole class provision;
 - The management arrangements will be reduced utilising existing Education Department management arrangements and introducing a Senior Tutor in the structure supported by an administrator;
 - There will be an increase in the instrumental fee charged to schools of £2 per hour, increasing the rate from £26 to £28 per hour. Whole class tuition would remain at £33 per hour.
 - Extra-curricular provision will be charged at a rate of £2 per hour. The average session is 2 hours. For parents with more than 1 child accessing the extra-curricular activity, the subsequent children are charged at a rate of £1 per hour. Children that access more than one ensemble, the additional ensembles will be charged at the rate of £1.50;
 - There will be a hardship fund of £20,000 to enable pupils on free school meals to access the extra-curricular provision, and support multiple sibling families.
 - Continued support to pupils within the County Borough through funding arrangements for the provision of the 4 Counties Youth Music and the Welsh Youth Arts, which includes the National Orchestra for Wales.

It was agreed that the implementation of these changes would take effect from the 1st September 2015. The full year savings achievable are estimated to be £0.400M with £0.230M being the part year impact in 2015/16.

- g. *Medium Term Financial Planning and Service Transformation Reserve (Transitional Funding)* – Whilst significant service changes and cost reduction measures are already in place for 2015/16, it is recognised that further in year decisions are necessary to close future year budget gaps. The notion of an annual budget setting process has clearly been assigned to the past and experience from 2014/15 indicates that a proactive and ongoing approach to identifying and implementing service changes is the right and only 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 (unless replenished), for such an approach and this currently equates to £7.1M. To balance the 2015/16 budget, it is proposed that an allocation of £4.396M is made from this reserve for 2015/16. It is worthy of note that whilst this balances the budget for 2015/16, this would reduce the level of available transitional funding currently available to support future

year requirements to approximately £2.7M (subject to the year end assessment of reserves post 31st March 2015). Our track record though of replenishing this reserve as part of a comprehensive and robust Medium Term Financial Strategy does provide some comfort, as does the fact that use of this reserve for 2015/16 is £2M less than that applied in the current year (2014/15) budget strategy, where in total, £6.4M has been used. Members will however still be required to take difficult decisions in relation to service changes in order to maintain our financial stability and further reports will be brought forward during 2015/16 as these become available.

- 9.3 In summary, Table 3 lists the proposals recommended to close the remaining budget gap for 2015/16, that will deliver a balanced budget for next year:

Table 3 : Budget Strategy Proposals 2015/16

	£M	£M
Budget Gap		13.885
Cabinet Decision 22nd January 2015		
Charging for Use of Sports Pitches		(0.107)
Cabinet Decisions 12th February 2015		
Review of the Council's Car Mileage Rates	(0.367)	
Staff Panel Ideas	(0.146)	
Funding for Nursery Education	(1.259)	
Music Service	(0.230)	
		(2.002)
Strategy Proposals:		
General Efficiency Target	(5.000)	
Service Specific Efficiency Reviews	(1.280)	
Trade Waste Charges	(0.200)	
Capital Programme	(0.900)	
		(7.380)
Remaining Budget Gap		4.396
Use of 'one off' funding:		
Medium Term Financial Planning and Service Transformation Reserve		(4.396)
Total		0.000

10.0 SERVICE PRIORITIES

- 10.1 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. Above all we want to make Rhondda Cynon Taf a safer, healthier and wealthier place to live, work and learn.
- 10.2 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 the first stage General Budget Consultation exercise has been to test the appropriateness of our key strategic priorities (our Wales Programme for Improvement (WPI) priorities). Feedback has been clear that these should remain our priorities, acknowledging the limited resources available.

11.0 THE 2015/2016 GENERAL BUDGET STRATEGY CONSULTATION PROCESS

- 11.1 Our General Budget Strategy Consultation approach this year has been designed having regard to the other consultation activity which has been taking place both in general terms and related to specific service changes. The consultation process for 2015/2016 was again in two stages.
- 11.2 The first stage allowed consultees an opportunity to comment on the 2015/2016 local government settlement, as it affects Rhondda Cynon Taf, prior to Cabinet considering its initial budget strategy. The first stage focused on strategic service priorities, Council Tax levels, the discretions applicable in the Council's Council Tax Reduction Scheme design and budget saving ideas.
- 11.3 After the Cabinet itself had reflected on the local government settlement, and taken into account the feedback from the first stage of the Council's consultation exercise, it formulated its initial 2015/2016 revenue budget strategy. That initial strategy was then released, immediately, to all the consultees, for further consideration (i.e. Stage Two).
- 11.4 Finally, Cabinet considered the results of the second stage of the consultation exercise, prior to it recommending this revenue budget strategy to the Council. A summary of the views expressed during the second stage consultation exercise are included at Appendices 2 to 4.

12.0 THE 2015/2016 MACRO REVENUE BUDGET

- 12.1 In arriving at a sensible strategy for 2015/2016, 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 **3.8%**.

- 12.2 Table 4 below illustrates how the revenue resources available to the Council could be utilised, in order to restrict the Council's 2015/2016 Council Tax increase to 3.8%:

Table 4: Suggested Resources in 2015/2016

	£M
2015/2016 Net Revenue Spending	456.494
LESS: Revenue Support Grant & NDR Contribution	354.675
Sub total	101.819
LESS: Outcome Agreement Grant	2.467
LESS: Release of Earmarked Reserves	4.396
To be met from Council Taxpayers	94.956

- 12.3 Table 5 below, shows the overall effect on services of applying the principles of the Cabinet's recommended 2015/2016 budget strategy.

Table 5: Application of the 2015/2016 Outline Budget Strategy

BUDGET REQUIREMENTS	2014/15 **	2015/16	Increase / (Decrease)
	£M	£M	£M
Corporate Requirements			
Capital Financing	23.766	23.364	(0.402)
Levies	11.665	11.471	(0.194)
Council Tax Reduction Scheme	23.504	23.897	0.393
Miscellaneous	11.967	12.114	0.147
	70.902	70.846	(0.056)
Individual Schools Budget (ISB)			
Individual Schools Budget	141.755	142.718	0.963
Other Council Services			
Community & Children's Services	141.990	138.037	(3.953)
Corporate and Frontline Services & Chief Executive's Division	76.670	72.985	(3.685)
Education & Life Long Learning Services	35.462	31.908	(3.554)
Net Revenue Spending	466.779	456.494	(10.285)

** 2014/15 has been restated to reflect the Council group structure following the review of the Chief Officer structure (Council, 29th October 2014)

13.0 COUNCIL TAX LEVELS

- 13.1 Because of the (Council Tax) gearing effect in Rhondda Cynon Taf, a 1% increase in the Council Tax would raise only an extra £0.686M for the Council (after the impact of increased costs of the Council Tax Reduction Scheme) . Put another way, to balance the budget without the use of earmarked reserves (£4.396M) would result in an additional Council tax increase of 6.4% above that proposed (a total increase of 10.2%). In any event, any excessive increase would no doubt result in intervention by the Minister for Public Services (Leighton Andrews AM). Taking all this into account and the impact upon Council Tax payers and service levels an increase of 3.8% is proposed.
- 13.2 This proposed increase of 3.8% equates to 91p per week for someone living in a Band D property, and 61p for a person living in a Band A home. 43% of properties in Rhondda Cynon Taf are Band A.

14.0 SPECIFIC GRANTS

- 14.1 For next year, the Welsh Government is to provide over £750M in Specific Grants to Welsh Local Authorities.
- 14.2 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.
- 14.3 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".
- 14.4 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.

15.0 EQUALITY IMPACT ASSESSMENT

- 15.1 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.

16.0 CONCLUSIONS

- 16.1 The Council's overall financial position remains sound, with the level of General Reserves maintained at the minimum level of £10M.
- 16.2 The Minister for Public Services (Leighton Andrews AM), announced the 2015/2016 local government settlement on the 10th December 2014 with this Council's reduction in resources set at -3.7%.
- 16.3 The Cabinet's proposals properly address the corporate financial requirements of the Council and, after allocating an adequate financial uplift to the Individual Schools Budget, the sum £242.930M would remain to fund all other services in 2015/2016. This resource can then be used to adequately fund the cost of our services and to support our key priorities.
- 16.4 As in the current year, Service Groups must adopt a vigorous procurement strategy to offset the effects of price inflation on non-employee related budgets.
- 16.5 The Cabinet has recommended setting 2015/2016 revenue spending at a level that will result in a Council Tax increase of 3.8%, for the financial year ending the 31st March 2016.
- 16.6 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 without prejudicing the Councils financial stability, or reducing our General Fund Balances below £10M, albeit there is a need to focus on actions to replenish the level of the reserve if it is to support the Council beyond the short term.
- 16.7 Whilst the use of some £4.396M of transitional funding has been used to produce a balanced budget for 2015/2016, ongoing reliance on this funding source is clearly not a sustainable strategy without actions to replenish as referenced above. Important and very difficult decisions will need to be made by Members over the next year or so to ensure the Council still delivers its core services into the future.
- 16.8 There will be 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 this extremely difficult financial climate.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2014-2015

**COMMITTEE:
COUNCIL**

25th March 2015

Item No:
THE COUNCIL'S THREE YEAR CAPITAL PROGRAMME 2015/16 - 2017/18

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 2015/16 to 2017/18, following the local government settlement for 2015/16.

2.0 RECOMMENDATIONS

It is recommended (subject to Cabinet approval on the 19th March 2015) that Members:

- 2.1 Note the detail of the final 2015/16 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 2015/16 are shown at Appendix 1. The level of funding has decreased 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

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 2016/17 and 2017/18.

4.0 ROLLING ON THE EXISTING 'CORE' THREE YEAR PROGRAMME

4.1 The existing programme for 2015/16 and 2016/17 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 Notwithstanding the reductions in WG capital support, we have been able to maintain our core programme at the same level as 2014/15 (£15.934M) albeit with the recognition that to do so over the course of the current 3 year programme could result in a potential shortfall in resources of approx £1.9M given current capital receipt projections. At this stage and given the uncertainties, it is proposed to maintain the core programme at the existing level with the requirement for us to firmly review and challenge any commitments made into years two and three, to robustly monitor capital receipt projections and to position ourselves to respond as greater certainty emerges.

4.3 A review of the current 2015/16 and 2016/17 programme shows that of the projected core spend of approximately £40.799M, only £4.966M is currently contractually committed to be spent.

4.4 Section 5 below details the proposed core programme for 2015/16 to 2017/18 at £15.934M per annum. This continues to represent a significant investment of almost £48M over the next 3 years.

4.5 The Council's Revenue Budget Strategy has identified a requirement to reduce the Core Capital Programme by £1M in order to move revenue funded capital expenditure (e.g. PCs, software costs) into the capital programme.

4.6 The Revenue Budget Strategy also identified revenue funding (£0.100M) to support a further £1.250M of capital expenditure to help maintain our highways infrastructure.

-
- 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. PCs, software etc.), whilst still being funded from revenue.

5.0 THE THREE YEAR CAPITAL PROGRAMME 2015/16 – 2017/18

- 5.1 The details of the 3 year proposed programme for each Service Group is provided below.
- 5.2 The Council's proposed Capital Programme for 2015/16 to 2017/18 has been restated to reflect the Council group structure following the review of the Chief Officer structure (Council 29th October 2014). Essentially the four group structure has been reduced to three and budgets have been realigned as appropriate.

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

- 5.3 The latest Council Performance Report (Quarter 3, as at the 31st December 2014) projects full year capital spend of £37.658M for Corporate and Frontline Services, the Chief Executive's Division and Corporate Initiatives in 2014/15.
- 5.4 The total resources for 2015/16, as outlined in the proposed three-year Capital Programme is £22.952M (of which £12.466M relates to Corporate and Frontline Services, £1.750M to Corporate Initiatives and £8.736M to Chief Executive's). The core allocation has been reduced for Corporate and Frontline Services (£0.010M), Chief Executive's Division (£0.060M) and Corporate Initiatives (£0.080M) in line with the requirements set out in the Revenue Budget Strategy (para 4.5).

CORPORATE AND FRONTLINE SERVICES

HIGHWAYS, TRANSPORTATION & STRATEGIC PROJECTS

Highways Technical Services

- 5.5 A budget of £4.536M (2015/16) is to be allocated to the next phase of the Council's Highways Improvement programme and in doing so support the Council's current priority area 'Streetcare services and the natural environment – a cleaner, greener County Borough'.
- 5.6 £1.321M has been allocated to road surface treatments and resurfacing schemes.
- 5.7 £1.920M has been allocated to Structures to address major structural repairs.

- 5.8 £0.250M has been allocated to enhance the present programme associated with the replacement and upgrading of the Council's life expired concrete & steel lighting columns supplied via overhead lines.
- 5.9 £0.080M has been allocated to implement a programme associated with the testing/repairing of the Councils safety barriers/fencing infrastructure.
- 5.10 £0.416M has been allocated for the upgrading of the Council's adopted footway network.
- 5.11 £0.181M has been allocated to undertake highway drainage works.
- 5.12 £0.010M has been allocated for improvements to disabled access on the highway.
- 5.13 £0.358M of additional capital resources has been allocated for essential Highway Improvement repairs.

Strategic Projects

- 5.14 In recent years grants have been made available by WG for housing development and 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 no guidance on grant applications has been issued by WG (2014/15 guidance was issued during the first week of February 2014) and future funding may be based on the recently submitted Local Transport Plan.
- 5.15 Capital Investment in the transportation network is also delivered from new developments. Funding can be from developer contributions, S106 agreements and transport tariff. It is anticipated that the following large project will be developed and delivered over 2015/16/17 by this means:
- A4119/A473 Roundabout Improvement, Talbot Green
- 5.16 WG has allocated £62M of funding for expenditure by the end of March 2016 for development and delivery of Metro Phase 1. The schemes below are identified for delivery by this Council as part of the Phase 1 programme. We have been progressing design and development of these projects during 2014/15. The funding is stage gated and, subject to approvals, it is anticipated that funding will be available for the delivery of the following projects during 2015/16:
- Upper Boat A470 Gyratory Improvements – Phase 2
 - Sardis Road Gyratory Improvements
 - Porth Park & Ride (Rail)
- 5.17 The Flood Risk Management plan continues to be developed in accordance with the Flood Risk Regulations. Flooding continues to be investigated with projects subsequently developed and agreed with WG. Areas with a high risk of flooding may benefit from 85% funding

from the Welsh Government and the Council's capital allocation is generally utilised as the 15% match funding for larger projects. The capital allocation is also used for minor flood alleviation schemes. It is anticipated that project development will be progressed in the following areas subject to WG funding:

- Volunteer Street, Pentre
- Cross Keys PH, Nantgarw
- Oaklands Terrace, Cilfynydd
- Cemetery Road, Glyntaff

5.18 The Traffic Management Capital Programme consists of the core capital allocation, WG grants (see 5.14) and Developer contributions (See 5.15). 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)

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

STREETCARE

Fleet

5.20 The 3 year rolling programme for replacement vehicles continues. The 3 year allocation is £9.109M.

CHIEF EXECUTIVE'S

Regeneration & Planning

5.21 The Council's Capital Programme continues to provide a long term funding commitment to the economic regeneration of the County Borough and in doing so support one of the Council's current priority areas, 'Improving Our Communities'.

5.22 During 2015/16, the Council will continue with the regeneration of Pontypridd Lido, supported via Council and external funding sources.

5.23 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.

5.24 In June 2014 the Council received funding approval of £5.980M from WG for 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 +

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

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

EDUCATION AND LIFELONG LEARNING DIRECTORATE

5.26 The latest Council Performance Report (Quarter 3, as at the 31st December 2014) projects full year capital spend of £38.663M for Education and Lifelong Learning in 2014/15.

5.27 The total resources available to Education and Lifelong Learning for 2015/16, as outlined in the proposed three-year Capital Programme is £27.239M. The core allocation for Education and Lifelong Learning has been reduced by £0.100M in line with the requirements set out in the Revenue Budget Strategy (para 4.5).

5.28 In addition to 'Core funds' the Local Government Borrowing Initiative (LGBI) provides funding of £0.936M in 2015/16 towards the 21st Century Schools Programme.

SCHOOLS

5.29 Throughout 2015/16, the Council will continue to deliver its long term programme of capital investment in schools, supported with Council funding and WG long term strategic '21st Century Schools and Capital Investment Programme'. The following schools are key projects included in the overall strategic programme:

- Aberdare Community School development - This project entails 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. Three secondary schools namely Aberdare High School, Aberdare Girls School and Blaengwawr Comprehensive School will close and pupils will be transferred to the new school.

- Y Pant Comprehensive School - This project entails the building of a new classroom block with additional specialist accommodation to replace all temporary dilapidated classrooms, plus the refurbishment of some existing buildings. The school capacity will increase to 1,400 to cater for potential demand created by housing development.
- Treorchy Primary School - The project entails a new five classroom extension block, together with the refurbishment and remodeling of the existing junior block to accommodate additional pupils with the closure of Pentre Primary School.
- 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.

5.30 Members will be aware that on 15th December 2008 Cabinet agreed to the introduction of a School Modernisation Strategy. The Education and Lifelong Learning capital programme has subsequently been reviewed to ensure resources are aligned to meet this strategy and in doing so, support another of the Council's current priorities, 'A Top Quality Education for All'.

PLANNED MINOR CAPITAL WORKS

5.31 The planned minor capital works programme allocation for 2015/16 is £5.407M. This includes £5.265M of core capital funding (including slippage) and £0.142M 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.

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

COMMUNITY AND CHILDREN'S SERVICES

5.33 The latest Council Performance Report (Quarter 3, as at the 31st December 2014) projects full year capital spend of £8.692M for Community and Children's Services in 2014/15.

- 5.34 The total resources available to Community and Children's Services for 2015/16, as outlined in the proposed three year Capital Programme, is £8.561M. The core allocation for Community and Children's Services has been reduced by £0.750M in line with the requirements set out in the Revenue Budget Strategy (para 4.5).

DIRECT SERVICES, BUSINESS AND HOUSING

- 5.35 The three year programme for Direct Services, Business and Housing includes a budget of £1.969M in 2015/16, with £0.550M in 2016/17 and 2017/18. This will continue to fund the essential refurbishment and improvement works to the Council's Adult & Children's Services establishments, including asbestos costs, in line with care standards and health & safety legislation. Also included in this budget are the additional costs associated with Telecare Services.

PRIVATE SECTOR HOUSING

- 5.36 The proposed Private Sector Housing programme reflects an investment of £5.468M in 2015/16 and £5.368M in 2016/17 and 2017/18. This will be utilised to support services such as Disabled Facilities Grants, Maintenance Repair Assistance Grants and Renovation Grants Exceptional Circumstances. 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. It also supports a number of Corporate Plan initiatives and underpins a number of commitments identified within the Local Housing Strategy Operational Plan.

PUBLIC HEALTH AND PROTECTION

- 5.37 The three year programme for Public Health and Protection has a budget of £1.124M in 2015/16, £0.800M in 2016/17 and £0.550M in 2017/18. This budget will be allocated for the rolling programmes for Parks Improvements, Cemeteries and Community Safety measures. Also included in this budget is an allocation for essential works at Leisure Centres.
- 5.38 In addition to the core capital funding of £0.050M, resources of £0.250M per annum have been identified to fund additional investment in the Council's Play Areas for the next two financial years i.e. 2015/16 and 2016/17.

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 priority areas, where relevant.

- 6.2 This report sets out the capital investment priorities for the Council through to March 2018. 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 (£115.302M) over the next 3 years.
- 6.3 The programme includes some element of slippage but this is subject to changes when the 2014/15 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 2015/16.

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 42,000 hectares in the South Wales Valleys stretching from the Brecon Beacons in the North to Cardiff in the South.

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

The Council's services are managed and delivered by its group directorates which manage and co-ordinate related services. There are 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

2015/16

BUDGET
2015/16
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

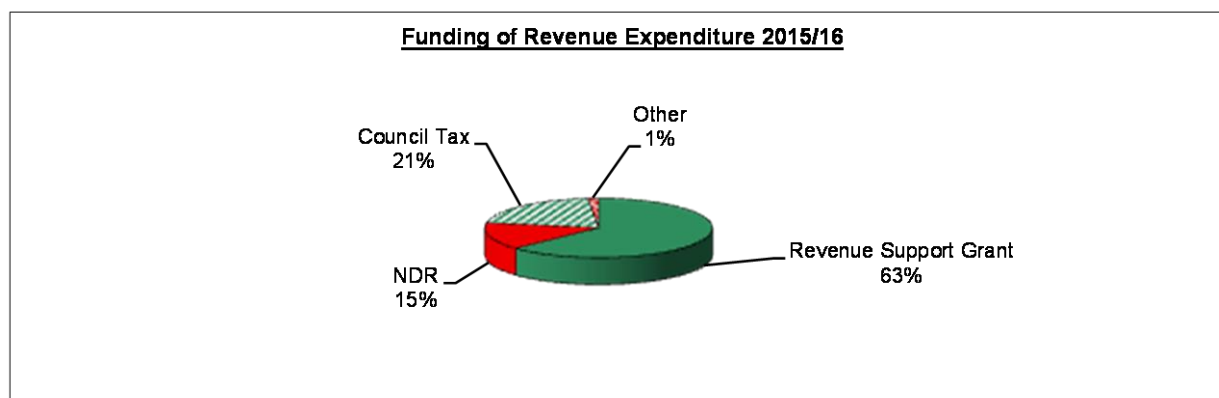
The final Local Government settlement figures for 2015/16, after adjusting for transfers of expenditure responsibilities, saw a reduction in Revenue Support Grant (RSG) and Non-Domestic Rates (NDR) funding of -3.7%. With a Council Tax increase of 3.8%, the Council's Net Revenue Budget for 2015/16 was set at £456.494M.

The total amount to be collected from Council Tax payers to support the Council's expenditure is £94.956M.

The 2015/16 Budget Requirement

	£M
2015/2016 Net Revenue Spending	456.494
LESS: Revenue Support Grant & NDR Contribution	354.675
Sub total	101.819
LESS: Outcome Agreement Grant	2.467
LESS: Release of Earmarked Reserves	4.396
To be met from Council Taxpayers	94.956

This is further illustrated in the chart below.



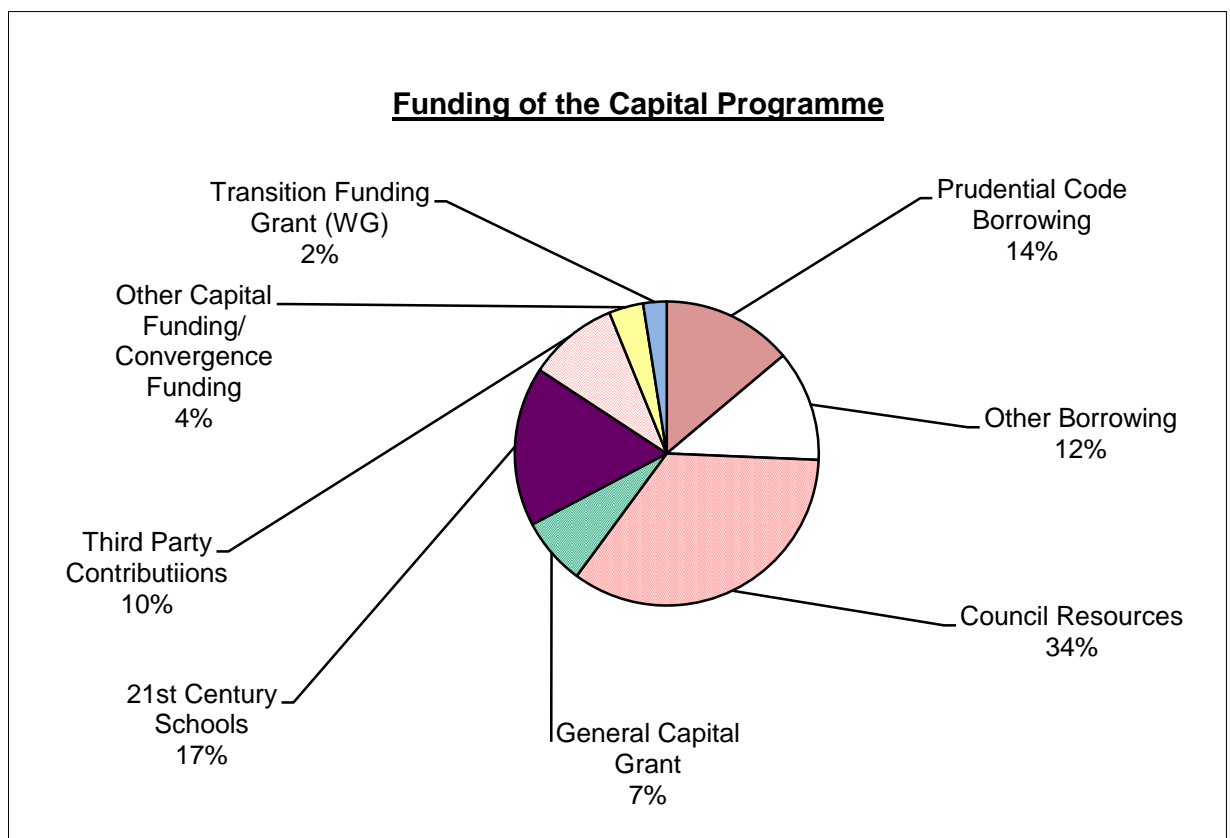
Further details on the Authority Wide Budget can be found on the following pages.

Capital Expenditure

The funding of the Capital Programme for 2015/16 is detailed in the table below.

	£M
Prudential Code Borrowing	8.150
Other Borrowing	6.934
Council Resources	20.220
General Capital Grant (Welsh Government)	4.220
Transition Funding (Welsh Government)	1.467
21st Century Schools Grant (Welsh Government)	9.975
Other Capital Grants/Convergence Funding (European Funding)	2.150
Third Party Contributions	5.636
2015/16 Capital Programme	58.752

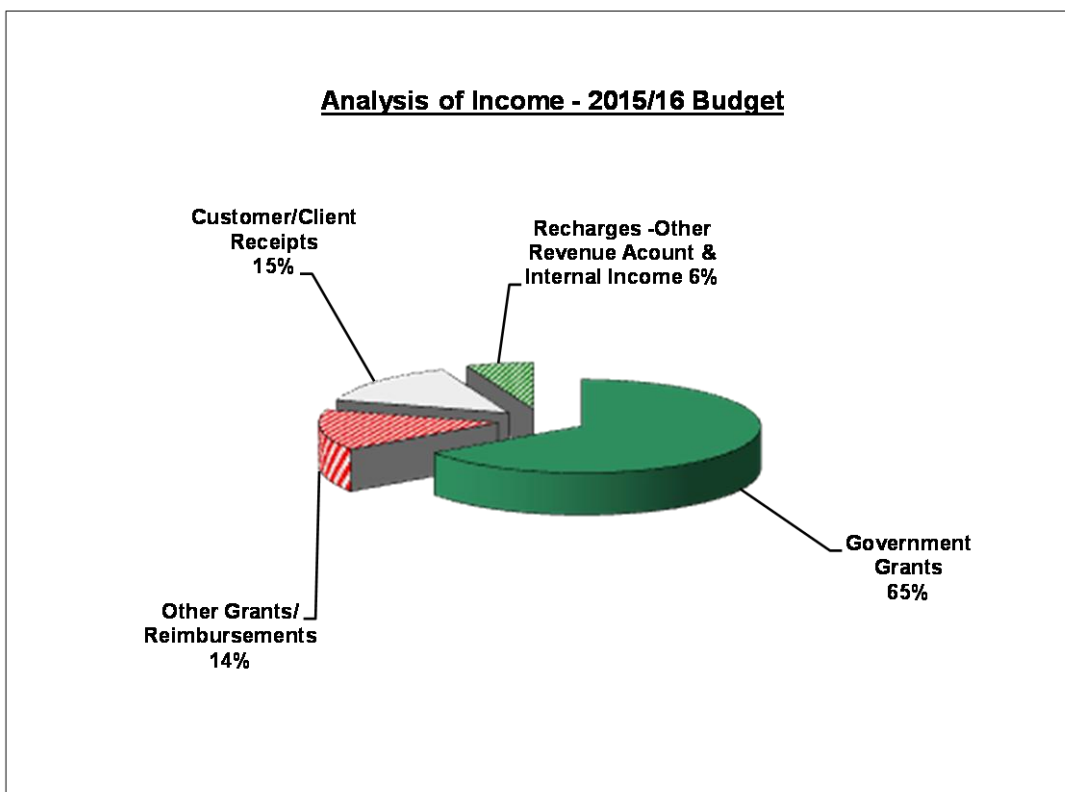
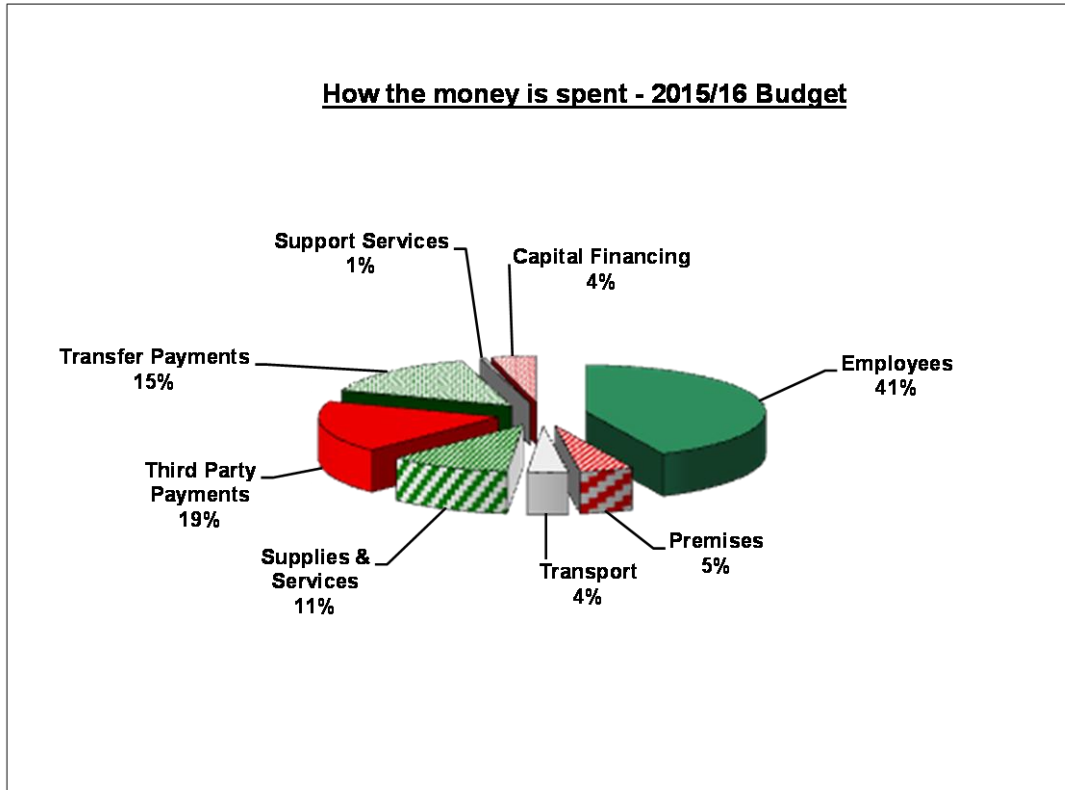
This is further illustrated in the chart below.



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 2015/16 amounts to £456.494M. Gross expenditure is estimated at £671.989M and this is analysed by expenditure type in the chart below.



GENERAL FUND REVENUE : TYPE OF SPEND

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
116.003	Burnham	110.927
35.851	NJC Manual Workers	32.434
0.048	JNC B & CE	0.049
0.983	JNC Blind Workshops	1.024
122.062	NJC APT&C	116.312
1.665	Soulbury	1.674
5.274	JNC Chief Officers	4.718
2.362	JNC Youth Leaders	1.743
7.414	Other	6.697
291.662		275.578
	<u>Premises</u>	
8.195	Repairs & Maintenance	8.036
0.634	Maintenance of Grounds	0.637
7.374	Energy	7.086
1.929	Rents	1.748
5.957	Local Tax	6.115
0.705	Water	0.681
0.079	Fixtures & Fittings	0.079
7.394	Cleaning/Domestic	7.263
0.253	Insurance	0.251
0.040	Other	0.034
32.560		31.930
	<u>Transport</u>	
7.912	Direct Transport	8.609
13.425	Contract Hire	13.672
0.546	Public Transport	0.573
2.220	Car Allowances	1.694
0.662	Other	0.662
24.765		25.210
	<u>Supplies & Services</u>	
18.103	Equipment/Materials/Furniture	17.842
4.128	Communications/Computing	3.671
4.238	Provisions	3.602
1.374	Printing/Stationery	1.231
0.565	Advertising	0.439
0.068	Members Expenses	0.049
5.631	Grants & Subscriptions	11.990
27.435	Services	26.360
10.989	Miscellaneous	9.891
2.048	Other	2.175
74.579		77.250
	<u>Third Party</u>	
6.622	Rendered by Other Local Authorities	7.174
36.329	Rendered by Voluntary Organisations	36.246
47.866	Rendered by Private Contract	52.088
5.198	Supporting People	4.908
13.842	Foster Care	13.739
8.413	Transport	8.122
0.106	Structural	0.108
0.307	Cyclic	0.312
0.375	Safety Aids	0.379
0.056	Winter Maintenance	0.057
2.487	Street Lighting	2.262
0.102	Miscellaneous	0.104
0.012	Highways Drainage	0.012
121.715		125.511

2014/15 Budget		2015/16 Budget
	<u>Transfer Payments</u>	
1.501	School Children/Students	1.451
100.789	Housing Benefits	100.494
0.380	NDR	0.400
102.670		102.345
	<u>Support Services</u>	
2.381	Recharges	5.143
2.381		5.143
	<u>Capital Financing</u>	
1.701	Other	3.464
25.655	Capital Charges	25.558
27.356		29.022
677.688	Total Expenditure	671.989
	<u>Income</u>	
-136.322	Government Grants	-140.807
-28.103	Other Grants/Reimbursements	-30.366
-33.197	Customer/Client Receipts	-31.254
-0.105	Interest	-0.083
-13.182	Recharges–Other Revenue Account	-3.648
0.000	Internal Income	-9.337
-210.909	Total Income	-215.495
466.779	NET REVENUE BUDGET 2015/2016	456.494

Note

Prior year (2014/2015) figures are provided for information. The effect of certain accounting changes and in function responsibility has distorted comparisons between years.

All 2014/15 budgets have been restated to reflect the revised council management structure.

The Council's total net revenue budget for 2014/15, as approved by Council on the 26th February 2014, was £465.603M. This was subsequently revised at the Council meeting on 25th June 21014 to £466.779M.

GENERAL FUND REVENUE : SERVICES PROVIDED

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Community & Children's Services</u>	
70.813	Adult Services	70.255
42.586	Children's Services	42.656
11.641	Commissioning, Housing & Business Systems	10.560
17.872	Public Health & Protection	14.518
142.912		137.989
	<u>Education & Lifelong Learning</u>	
21.649	School & Community	21.406
12.522	Access, Engagement & Inclusion	11.151
143.229	Delegated Schools	141.854
177.400		174.411
	<u>Chief Executive's Division</u>	
0.396	Chief Executive	0.395
3.194	Cabinet Office & Public Relations	2.510
4.020	Human Resources	3.863
3.772	Legal & Democratic Services	3.651
2.810	Regeneration & Planning	2.018
14.192		12.437
	<u>Corporate & Frontline Services</u>	
43.471	Frontline Services	42.931
6.750	Financial Services	5.690
6.813	ICT & Customer Care	6.044
4.849	Corporate Estates Management	4.781
0.147	Group Management	0.146
0.645	Procurement	0.646
62.675		60.238
397.179	Total Group Budgets	385.075
	<u>Corporate Budgets</u>	
23.766	Capital Financing	23.364
11.665	Levies	11.406
10.285	Miscellaneous	12.352
0.380	NDR Relief	0.4000
23.504	Council Tax Reduction Scheme	23.897
69.600	Total Corporate Budgets	71.419
466.779	TOTAL REVENUE BUDGET	456.494

THREE YEAR SUMMARY CAPITAL PROGRAMME

GROUP	TOTAL COST OF SCHEMES (incl historic spend)	BUDGET		
		2015/16	2016/17	2017/18
	£M	£M	£M	£M
Community & Children's Services				
General Programme	17.743	1.969	0.550	0.550
Private Sector Housing	140.677	5.468	5.368	5.368
Public Health & Protection	22.759	1.124	0.800	0.550
Education & Lifelong Learning				
Schools	105.373	21.832	14.803	0.834
Supplementary Capital Programme	62.468	5.407	4.891	4.825
Chief Executive's Division				
Regeneration & Planning	38.018	8.619	6.682	0.740
Cabinet Office & Public Relations	0.234	0.117	0.020	0.020
Corporate & Frontline Services				
Corporate Estates	6.890	0.543	0.200	0.200
Finance Services	11.256	0.700	0.700	0.400
Customer Services	1.452	0.255	0.000	0.000
Highways Technical Services	35.705	4.581	1.485	1.485
Strategic Projects	13.423	0.584	0.325	0.325
Fleet	26.080	5.580	1.417	2.112
Buildings	3.614	0.223	0.100	0.100
Corporate Budgets				
Corporate Initiatives	13.043	1.750	0.850	0.850
TOTAL CAPITAL BUDGET	498.735	58.752	38.191	18.359

* The 2015/2016 budget includes estimated slippage from 2014/2015 and additional grant aided schemes that were known when the three year programme was agreed.

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:

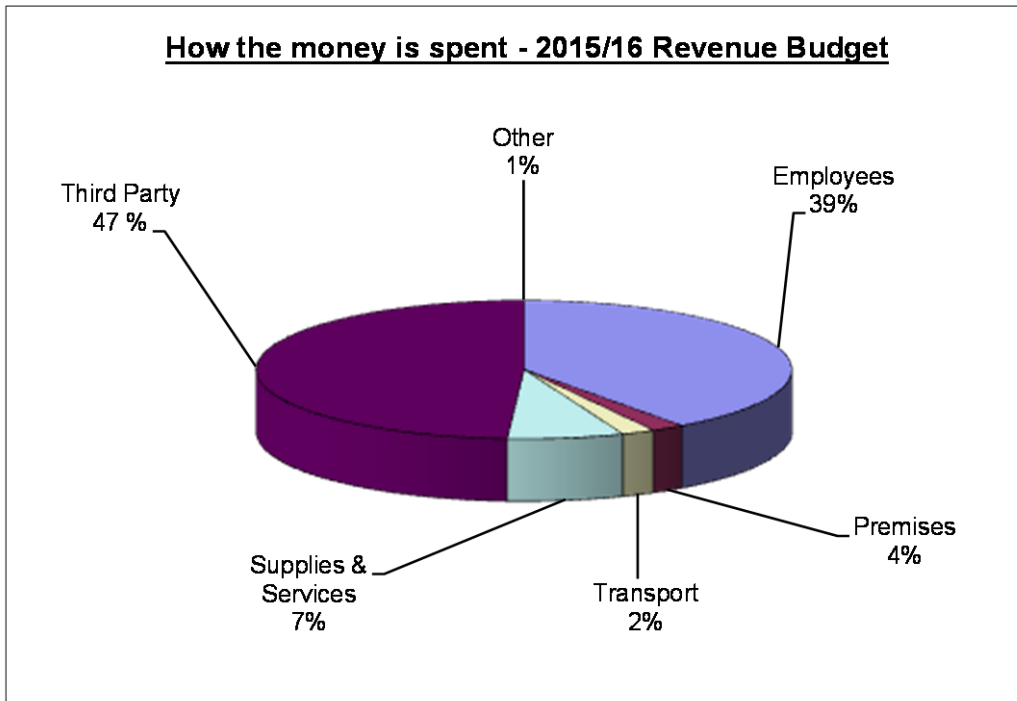
- Adult Care Services.
- Children's Services.
- Commissioning, Business & Housing Systems.
- Public Health & Protection.

A summary of the total resources available for the Community Services Group in 2015/16 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	8.561	0.000	8.561
General Fund Revenue	211.815	-73.826	137.989
Total	220.376	-73.826	146.550

COMMUNITY & CHILDREN'S SERVICES REVENUE EXPENDITURE

The Net Revenue Budget for the Community & Children's Services Group for 2015/16 amounts to £137.989M. Gross expenditure is estimated at £211.815M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £73.826M reduces net expenditure to £137.989M. A detailed analysis of how this money will be spent can be found on the subsequent pages within this section.

Specific Revenue Grants 2015/16

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	Subsidisation of Employment of Disabled Workers in Sheltered Workshops	0.456
Macmillan Cancer	Macmillan Welfare Benefits Adviser	0.036
Welsh Government	Communities First Grant	4.850
	Families First - Fframwaith Partnership (Former Cymorth Fund)	3.193
	Flying Start	6.387
	Foundation Phase	0.135
	Housing Benefit Subsidy Bed & Breakfast Scheme	0.292
	Language & Play Grant	0.105
	Social Care Workforce Development Programme	0.625
	Supporting People Grant	9.056
	Youth Crime Prevention Grant	0.253
Youth Justice Board	Youth Justice Provision	0.522

GENERAL FUND REVENUE

COMMUNITY & CHILDREN'S SERVICES : TYPE OF SPEND

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
21.340	NJC Manual Workers	18.152
0.048	JNC B & CE	0.049
0.983	JNC Blind Workshops	1.024
64.825	NJC APT&C	60.940
1.412	JNC Chief Officers	1.244
2.016	Other	1.798
90.624		83.207
	<u>Premises</u>	
1.722	Repairs & Maintenance	1.659
2.367	Energy	2.208
0.961	Rents	0.952
1.249	Local Tax	1.281
0.513	Water	0.496
1.163	Cleaning/Domestic	1.107
0.038	Other	0.033
8.013		7.736
	<u>Transport</u>	
2.079	Contract Hire	2.171
1.725	Car Allowances	1.326
0.662	Other	0.662
4.466		4.159
	<u>Supplies & Services</u>	
5.416	Equipment/Materials/Furniture	5.617
1.037	Communications/Computing	0.927
1.306	Provisions	1.131
0.428	Printing/Stationery	0.407
0.723	Grants & Subscriptions	0.613
2.976	Services	2.808
3.352	Miscellaneous	3.112
0.366	Other	0.318
15.604		14.933
	<u>Third Party</u>	
5.944	Rendered by Other Local Authorities	6.529
22.740	Rendered by Voluntary Organisations	22.849
47.831	Rendered by Private Contract	52.053
13.842	Foster Care	13.739
5.198	Supporting People	4.908
0.014	Structural	0.014
0.006	Safety Aids	0.005
95.575		100.097
	<u>Transfer Payments</u>	
0.457	School Children/Students	0.396
0.457		0.396
	<u>Support Services</u>	
0.713	Recharges	0.725
0.713		0.725
	<u>Capital Financing</u>	
0.264	Other	0.562
0.264		0.562
215.716	Total Expenditure	211.815
	<u>Income</u>	
-29.849	Government Grants	-29.541
-24.875	Other Grants/Reimbursements	-27.277
-15.283	Customer/Client Receipts	-15.956
-2.797	Recharges-Other Revenue Account	-0.022
0.000	Internal Income	-1.030
-72.804	Total Income	-73.826
142.912	NET COMMUNITY & CHILDREN'S SERVICES BUDGET	137.989

GENERAL FUND REVENUE

COMMUNITY & CHILDREN'S SERVICES : SERVICES PROVIDED

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Adult Services</u>	
46.073	Community Care	49.569
27.442	Direct Services	23.823
-2.702	Fairer Charging	-3.137
70.813		70.255
	<u>Children's Services</u>	
25.940	Looked After Children Services	26.325
1.021	Youth Offending Service	0.974
6.988	Assessment & Care Planning	7.196
0.726	Safeguarding & Standards	0.731
1.238	Early Intervention & Prevention	0.993
4.077	Disabled Children Services	4.105
1.958	Community & Family Support Services	2.198
0.638	Children's Services Management	0.134
42.586		42.656
	<u>Commissioning, Housing & Business Systems</u>	
0.899	Private Housing	0.990
-0.187	Vision Products	-0.209
0.346	Communities 1st	0.279
0.499	Quality & Support Management	0.510
0.430	Property Services	0.380
0.906	Social Care Training & Development	0.855
1.157	Social Care – Customer Relations	1.236
0.752	Social Care – Information Systems	0.181
4.640	Social Care – Performance, Review & Improvement	4.842
1.360	Fframwaith – (Grant Funded)	0.834
0.839	Service Strategy & Regulation	0.662
11.641		10.560
	<u>Public Health & Protection</u>	
1.879	Protection	1.421
1.472	Environmental Health	1.096
1.350	PHP General & Bereavement Services	0.968
1.071	Community Safety Partnership	1.044
11.885	Leisure Parks & Countryside	9.763
0.215	Group Directorate	0.226
17.872		14.518
142.912	TOTAL COMMUNITY & CHILDREN'S SERVICES BUDGET	137.989

Adult Services

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

Community Care

The Community Care division is responsible for assessment and care management services, safeguarding and the commissioning of services from the independent and third sector.

Provisions include:

- A safeguarding service.
- A short term intervention service comprising of;
 - Reablement and Intermediate care.
 - Short term assessment and care management.
- Adaptations and Community Equipment.
- Sensory Services.
- 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.
 - A purchasing and contracting team.

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 or accommodation with support.

Direct Services

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

Provisions include:

- 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.

Fairer Charging

Income received from clients (following a means tested financial assessment) for contributions towards the costs of the social care they receive.

GENERAL FUND REVENUE

ADULT SERVICES : TYPE OF SPEND

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
17.709	NJC Manual Workers	14.938
0.048	JNC B & CE	0.049
18.683	NJC APT&C	18.160
0.322	JNC Chief Officers	0.253
0.663	Other	0.702
37.425		34.102
	<u>Premises</u>	
0.025	Repairs & Maintenance	0.038
0.666	Energy	0.691
0.360	Rents	0.452
0.088	Local Tax	0.090
0.153	Water	0.156
0.334	Cleaning/Domestic	0.334
0.000	Other	0.008
1.626		1.769
	<u>Transport</u>	
0.970	Contract Hire	0.990
0.750	Car Allowances	0.577
0.041	Other	0.041
1.761		1.608
	<u>Supplies & Services</u>	
1.521	Equipment/Materials/Furniture	1.565
0.145	Communications/Computing	0.139
0.769	Provisions	0.784
0.070	Printing/Stationery	0.071
0.286	Services	0.286
0.565	Miscellaneous	0.546
0.096	Other	0.099
3.452		3.490
	<u>Third Party</u>	
0.757	Rendered by Other Local Authorities	0.749
14.889	Rendered by Voluntary Organisations	15.208
38.568	Rendered by Private Contract	41.834
54.214		57.791
	<u>Transfer Payments</u>	
0.051	School Children/Students	0.000
0.051		0.000
98.529	Total Expenditure	98.760
	<u>Income</u>	
-4.216	Government Grants	-3.991
-21.113	Other Grants/Reimbursements	-21.782
-2.249	Customer/Client Receipts	-2.593
-0.138	Recharges–Other Revenue Account	-0.022
0.000	Internal Income	-0.117
-27.716	Total Income	-28.505
70.813	NET ADULT SERVICES BUDGET	70.255

Children's Services

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

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

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

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

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

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
0.060	NJC Manual Workers	0.081
18.638	NJC APT&C	18.249
0.406	JNC Chief Officers	0.266
0.357	Other	0.395
19.461		18.991
	<u>Premises</u>	
0.056	Repairs & Maintenance	0.058
0.098	Energy	0.105
0.179	Rents	0.148
0.065	Local Tax	0.075
0.015	Water	0.016
0.129	Cleaning/Domestic	0.126
0.004	Other	0.004
0.546		0.532
	<u>Transport</u>	
0.521	Contract Hire	0.603
0.670	Car Allowances	0.490
0.056	Other	0.055
1.247		1.148
	<u>Supplies & Services</u>	
0.193	Equipment/ Materials/Furniture	0.190
0.115	Communications/Computing	0.077
0.180	Provisions	0.184
0.045	Printing/Stationery	0.043
0.118	Grants & Subscriptions	0.068
0.857	Services	0.844
0.352	Miscellaneous	0.394
0.051	Other	0.021
1.911		1.821
	<u>Third Party</u>	
1.892	Rendered by Other Local Authorities	2.584
4.046	Rendered by Voluntary Organisations	4.141
8.513	Rendered by Private Contract	9.514
13.842	Foster Care	13.739
28.293		29.978
	<u>Transfer Payments</u>	
0.339	School Children/Students	0.330
0.339		0.330
	<u>Support Services</u>	
0.237	Recharges	0.237
0.237		0.237
52.034	Total Expenditure	53.037
	<u>Income</u>	
-7.730	Government Grants	-8.377
-0.335	Other Grants/Reimbursements	-0.613
-1.345	Customer/Client Receipts	-1.335
-0.038	Recharges—Other Revenue Account	-0.000
0.000	Internal Income	-0.056
-9.448	Total Income	-10.381
42.586	NET CHILDREN'S SERVICES BUDGET	42.656

Commissioning Business & Housing Systems

This Division is responsible for a whole range of internal support services at a level and cost that meet all the requirements of the Community & Children's Services direct service providers. It is also responsible for the delivery of a comprehensive housing service within the County Borough.

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

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

GENERAL FUND REVENUE

COMMISSIONING BUSINESS & HOUSING SYSTEMS : TYPE OF SPEND

2014/15 Budget £M		2015/16 Budget £M
	Employees	
0.025	NJC Manual Workers	0.015
12.987	NJC APT&C	12.441
0.525	JNC Chief Officers	0.551
0.983	JNC Blind Workshop	1.024
0.418	Other	0.473
14.938		14.504
	Premises	
0.473	Repairs & Maintenance	0.421
0.120	Energy	0.123
0.303	Rents	0.280
0.036	Local Tax	0.036
0.012	Water	0.012
0.599	Cleaning/Domestic	0.556
0.006	Other	0.003
1.549		1.431
	Transport	
0.053	Contract Hire	0.064
0.143	Car Allowances	0.123
0.149	Other	0.161
0.345		0.348
	Supplies & Services	
2.620	Equipment/Materials/Furniture	2.885
0.459	Communications/Computing	0.404
0.010	Provisions	0.008
0.209	Printing/Stationery	0.203
0.270	Grants & Subscriptions	0.150
0.948	Services	0.885
1.456	Miscellaneous	1.379
0.041	Other	0.037
6.013		5.951
	Third Party	
2.290	Rendered by Other Local Authorities	2.153
2.620	Rendered by Voluntary Organisations	2.200
0.750	Rendered by Private Contract	0.705
5.198	Supporting People	4.908
10.858		9.966
	Transfer Payments	
0.067	School Children/Students	0.066
0.067		0.066
	Support Services	
0.453	Recharges	0.432
0.453		0.432
34.223	Total Expenditure	32.698
	Income	
-14.132	Government Grants	-13.385
-3.370	Other Grants/Reimbursements	-4.826
-3.410	Customer/Client Receipts	-3.361
-1.670	Recharges–Other Revenue Account	0.000
0.000	Internal Income	-0.566
-22.582	Total Income	-22.138
11.641	NET COMMISSIONING, BUSINESS & HOUSING SYSTEMS BUDGET	10.560

Public Health & Protection

Public Health & Protection sits within the Communities and Children's Services Group. It delivers a diverse range of services.

Leisure Parks & Countryside
Community Safety and Anti Social Behaviour
Substance Misuse and Domestic Violence Commissioning
The Oasis Centre
Health & Well-being
Bereavement Services
Registration Services

Housing Strategy & Standards
Pollution & Public Health
Animal & Pest Control

Trading Standards
Food and Health & Safety
Licensing

The Leisure Parks & Countryside Service aims to develop an active, healthy and inclusive Rhondda Cynon Taf, where sport and active recreation provide a platform for improved healthy living, participation and achievement within communities. In addition we aim to protect, improve and increase the enjoyment of green spaces within the County Borough.

The Leisure, Parks and Countryside Service consists of:

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

A brief overview of our regulatory functions:

Many of the requests for service we receive are for our Environmental Health services. We have three teams tackling housing, pollution and food safety issues.

Our Trading Standards service ensures that businesses can trade fairly, that consumers' rights and safety are protected, that food standards are maintained, that rogue traders and those profiting from counterfeit goods are tackled and that the health and welfare of animals going into the human food chain is protected.

The last of our regulatory services is Licensing. We licence premises to ensure responsible retailing of alcohol, music and dancing to ensure that they do not adversely impact on the local community. We also ensure that the County Borough has a fleet of taxis that safely meets the needs of our communities and whose drivers are subject to stringent vetting.

We work closely with partners on three vitally important issues; Housing, Community Safety and Health and Well-being. Our Housing Strategy & Standards team sets the direction for all housing services in Rhondda Cynon Taf. We aim to enable people to access good quality, affordable housing that is safe, comfortable and energy efficient. The Community Safety and Anti Social Behaviour team work with colleagues in the Police and other organisations to reduce crime and disorder. Key priorities are supporting repeat/vulnerable victims, reducing re-offending and tackling hot spots and perpetrators of anti-social behaviour.

People in Rhondda Cynon Taf should be protected from harm related to substance misuse and the victims of domestic violence should be supported while perpetrators are held to account and their behaviour challenged. The Strategic Commissioning of Substance Misuse and Domestic Violence Services are key corporate and Welsh Government Aims and this is strongly reflected in the Single Integrated Plan (SIP) "Safety" theme.

We want residents of Rhondda Cynon Taf to experience the best health possible. Our Health Improvement Manager works with partners to promote healthy lifestyles and prevent ill health, focussing on those in greatest need to reduce health inequalities across the borough.

Perhaps our most emotive and sensitive service area is Bereavement Services. We manage 14 cemeteries located across the county borough and two crematoria, Glyntaff Crematorium, Pontypridd and Llwydcoed Crematorium, Aberdare on behalf of the Joint Management Committee. Our aim is to provide lawful and dignified services for the bereaved.

Our Registration Services register births, deaths and marriages and provide for a range of celebratory services including, marriage and citizenship ceremonies at our historic Municipal Building in Pontypridd.

GENERAL FUND REVENUE

PUBLIC HEALTH & PROTECTION: TYPE OF SPEND

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
3.546	NJC Manual Workers	3.118
14.517	NJC APT&C	12.090
0.159	JNC Chief Officers	0.174
0.578	Other	0.228
18.800		15.610
	<u>Premises</u>	
1.168	Repairs & Maintenance	1.142
1.483	Energy	1.289
0.119	Rents	0.072
1.060	Local Tax	1.080
0.333	Water	0.312
0.101	Cleaning/Domestic	0.091
0.028	Other	0.018
4.292		4.004
	<u>Transport</u>	
0.535	Contract Hire	0.514
0.162	Car Allowances	0.136
0.416	Other	0.405
1.113		1.055
	<u>Supplies & Services</u>	
1.082	Equipment/Materials/Furniture	0.977
0.318	Communications/Computing	0.307
0.347	Provisions	0.155
0.104	Printing/Stationery	0.090
0.335	Grants & Subscriptions	0.395
0.885	Services	0.793
0.979	Miscellaneous	0.793
0.178	Other	0.161
4.228		3.671
	<u>Third Party</u>	
1.005	Rendered by Other Local Authorities	1.043
1.185	Rendered by Voluntary Organisations	1.300
0.014	Structural	0.014
0.006	Safety Aids	0.005
2.210		2.362
	<u>Support Services</u>	
0.023	Recharges	0.056
0.023		0.056
	<u>Capital Financing</u>	
0.264	Other	0.562
0.264		0.562
30.930	Total Expenditure	27.320
	<u>Income</u>	
-3.771	Government Grants	-3.788
-0.057	Other Grants/Reimbursements	-0.056
-8.279	Customer/Client Receipts	-8.667
-0.951	Recharges–Other Revenue Account	0.000
0.000	Internal Income	-0.291
-13.058	Total Income	-12.802
17.872	NET PUBLIC HEALTH & PROTECTION BUDGET	14.518

COMMUNITY & CHILDREN'S SERVICES THREE YEAR CAPITAL PROGRAMME

	TOTAL COST OF SCHEMES (Inc historic spend)	BUDGET		
		2015/16	2016/17	2017/18
	£M	£M	£M	£M
<u>Direct Services, Business & Housing</u>				
<u>General Programme</u>				
Modernisation Programme (Adults)	8.555	1.584	0.255	0.255
Modernisation Programme (Children's)	5.719	0.115	0.050	0.050
Asbestos Remediation Works	0.608	0.070	0.045	0.045
Telecare Equipment (including Carelink Equipment)	2.861	0.200	0.200	0.200
Total General Programme	17.743	1.969	0.550	0.550
<u>Private Sector Housing</u>				
Disabled Facilities Grants/Adaptations	66.577	3.900	3.900	3.900
Maintenance Repair Assistance	35.222	0.700	0.700	0.700
Renovation Grants Exceptional Circumstances & Home Improvement Zones	27.741	0.400	0.400	0.400
Community Regeneration	11.137	0.468	0.368	0.368
Total Private Sector Housing	140.677	5.468	5.368	5.368
Total Direct Services, Business & Housing	158.420	7.437	5.918	5.918
<u>Public Health & Protection</u>				
Leisure Centre Refurbishment Programme	14.148	0.090	0.090	0.090
Parks Improvements	1.854	0.125	0.110	0.110
Play Areas	1.368	0.330	0.300	0.050
Cemeteries Planned Programme	1.177	0.184	0.135	0.135
Community Safety Initiatives	3.710	0.075	0.075	0.075
Buildings	0.502	0.320	0.090	0.090
Total Public Health & Protection	22.759	1.124	0.800	0.550
TOTAL COMMUNITY & CHILDREN'S SERVICES BUDGET	181.179	8.561	6.718	6.468

* The 2015/2016 budget includes estimated slippage from 2014/2015 and additional grant aided schemes that were known when the three year programme was agreed.

EDUCATION & LIFELONG LEARNING

EDUCATION & LIFELONG LEARNING OVERVIEW

OUR VISION

“A Top Quality Education for All”

The focus on education is to continue to drive up standards in both early years settings and schools and improve the 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 our schools and with those organisations in the public and third party sectors who share our aims and ideas.

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

- Build great school leadership and governance.
- Ensure high quality teaching and learning in every educational setting.
- Promote wellbeing and engagement of all learners.
- Provide a learning environment fit for 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.

Due to a restructure within the Directorate, these two divisions replace the divisions of School Effectiveness & Inclusion and Resources & Community Learning that existed in 2014.

All 2014/15 budgets have been restated to reflect the current Education and Lifelong Learning Group structure in the 2015/16 Budget Book.

A further service area is identified separately:

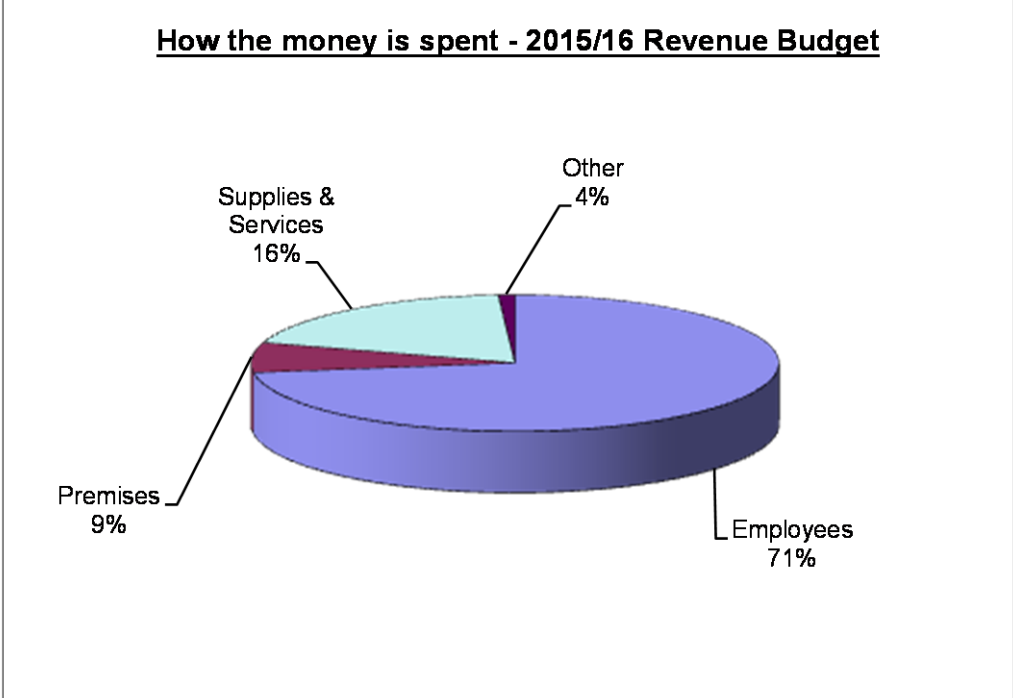
- Delegated schools – Individual School Budgets (ISB).

A summary of the total resources available for the Education and Lifelong Learning Directorate in 2015/16 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	27.239	0.000	27.239
General Fund Revenue	202.323	-27.912	174.411
Total	229.562	-27.912	201.650

EDUCATION & LIFELONG LEARNING REVENUE EXPENDITURE

The Net Revenue Budget for the Education and Lifelong Learning Directorate for 2015/16 amounts to £174.411M. Gross expenditure is estimated at £202.323M and this is analysed by expenditure type in the chart below.



Income receivable by the Directorate of £27.912M reduces net expenditure to £174.411M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

Specific Revenue Grants 2015/16

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	11.361
	Education Improvement Grant (EIG) Delegated Schools	9.231
	Foundation Phase - EIG	0.099
	Learning Pathways (14-19) - EIG	0.724
	Pupil Deprivation Grant	7.272
	Private Finance Initiative Revenue	1.336
	Community Learning	0.174
	Youth Service Support Grant	0.200
	Youth Engagement	0.050
	Family Literacy, Language and Numeracy	0.065
	Ethnic Minority Achievement (Estimate)	0.135
	School Uniform Grant Scheme (Estimate)	0.077
	Education of Gypsy Travellers	0.031
	Seren Network	0.050
Ministry of Defence	MOD Education Support Fund	0.068
Rural Payments Agency	Infant Milk (Estimate)	0.490
Sports Council for Wales	5x60 (Estimate)	0.351

GENERAL FUND REVENUE

EDUCATION & LIFELONG LEARNING: TYPE OF SPEND

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
116.003	Burnham	110.927
5.598	NJC Manual Workers	5.000
20.414	NJC APT&C	20.816
1.665	Soulbury	1.674
0.471	JNC Chief Officers	0.476
2.362	JNC Youth Leaders	1.743
2.155	Other	2.441
148.668		143.077
	<u>Premises</u>	
4.978	Repairs & Maintenance	4.901
0.611	Maintenance of Grounds	0.609
3.305	Energy	3.390
0.040	Rents	0.001
3.362	Local Tax	3.519
0.048	Water	0.045
5.997	Cleaning/Domestic	5.927
0.253	Insurance	0.251
18.594		18.643
	<u>Transport</u>	
0.056	Direct Transport	0.051
0.131	Contract Hire	0.152
0.003	Public Transport	0.001
0.159	Car Allowances	0.109
0.349		0.313
	<u>Supplies & Services</u>	
8.565	Equipment/Materials/Furniture	8.726
0.194	Communications/Computing	0.105
2.772	Provisions	2.421
0.096	Printing/Stationery	0.093
0.038	Advertising	0.032
4.424	Grants & Subscriptions	10.932
8.298	Services	8.442
1.524	Other	1.716
25.911		32.467
	<u>Third Party</u>	
0.460	Rendered by Other Local Authorities	0.460
1.628	Rendered by Voluntary Organisations	1.678
2.088		2.138
	<u>Transfer Payments</u>	
0.926	School Children/Students	1.015
0.926		1.015
	<u>Support Services</u>	
0.195	Recharges	0.195
0.195		0.195
	<u>Capital Financing</u>	
2.524	Other	4.475
2.524		4.475
199.255	Total Expenditure	202.323
	<u>Income</u>	
-15.760	Government Grants	-21.569
-1.136	Other Grants/Reimbursements	-1.275
-3.989	Customer/Client Receipts	-3.861
-0.970	Recharges–Other Revenue Account	0.000
0.000	Internal Income	-1.207
-21.855	Total Income	-27.912
177.400	NET EDUCATION & LIFELONG LEARNING BUDGET	174.411

GENERAL FUND REVENUE

EDUCATION & LIFELONG LEARNING: SERVICES PROVIDED

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Schools & Community</u>	
1.441	School Achievement	1.580
0.971	Service Transformation & Education Information Systems	0.700
1.314	School Planning & Reorganisation	1.406
3.573	Asset Management - Private Finance Initiative (PFI)	3.573
3.286	Catering	2.656
0.484	Music Service	0.261
0.534	Community Learning	0.492
2.701	Libraries	2.333
2.176	Group Directorate	2.081
3.965	Nursery Provision	5.098
0.932	Education Improvement Grant *	0.909
0.272	Early Years	0.317
21.649		21.406
	<u>Access Engagement & Inclusion</u>	
6.048	Special Education Needs	5.679
2.783	Education Otherwise	2.514
3.691	Engagement & Participation	2.958
12.522		11.151
	<u>Delegated Schools</u>	
73.351	Primary Schools	70.712
62.221	Secondary Schools	63.654
7.290	Special Schools	7.143
0.367	Nursery Schools	0.345
143.229		141.854
177.400	TOTAL EDUCATION AND LIFELONG LEARNING BUDGET	174.411

* Education Improvement Grant 2015/16 replaces the School Effectiveness Grant, Welsh in Education Grant, Foundation Phase Grant, Learning Pathways 14-19 Grant, Ethnic Minority Achievement Grant and Education of Gypsy Travellers Grant that existed in 2014/15.

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 learning for everyone.

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 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 to raise standards of achievement. The Division also aims to create a self improving and self evaluating culture of development which will ensure school improvement and the active learning of all pupils from early years to post sixteen.

Our key aims are to:

- Improve the quality of leadership and its impact on raising standards across all key stages.
- Undertake effective joint working with Central South Consortium (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 Rhondda Cynon Taf 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

2014/15 Budget £M		2015/16 Budget £M
	<u>Employees</u>	
1.597	Burnham	1.532
2.403	NJC Manual Workers	2.078
9.080	NJC APT&C	9.592
0.404	Soulbury	0.509
0.471	JNC Chief Officers	0.476
0.027	JNC Youth Leaders	0.012
1.231	Other	1.325
15.213		15.524
	<u>Premises</u>	
1.078	Repairs & Maintenance	0.968
0.002	Maintenance of Grounds	0.002
0.126	Energy	0.109
0.008	Rents	0.001
0.120	Local Tax	0.104
0.008	Water	0.007
3.781	Cleaning/Domestic	3.776
0.001	Insurance	0.000
5.124		4.967
	<u>Transport</u>	
0.053	Direct Transport	0.050
0.102	Contract Hire	0.123
0.003	Public Transport	0.001
0.074	Car Allowances	0.052
0.232		0.226
	<u>Supplies & Services</u>	
0.855	Equipment/Materials/Furniture	0.912
0.171	Communications/Computing	0.090
2.766	Provisions	2.416
0.083	Printing/Stationery	0.086
0.038	Advertising	0.032
3.653	Grants & Subscriptions	10.432
1.636	Services	1.575
0.559	Other	0.616
9.761		16.159
	<u>Transfer Payments</u>	
0.317	School Children/Students	0.424
0.317		0.424
	<u>Support Services</u>	
0.195	Recharges	0.195
0.195		0.195
30.842	Total Expenditure	37.495
	<u>Income</u>	
-3.507	Government Grants	-10.140
-0.768	Other Grants/Reimbursements	-0.882
-3.948	Customer/Client Receipts	-3.860
-0.970	Recharges—Other Revenue Account	0.000
0.000	Internal Income	-1.207
-9.193	Total Income	-16.089
21.649	NET SCHOOLS & COMMUNITY BUDGET	21.406

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 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 supporting the statutory processes relating to Special Educational Needs (SEN).

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 newly transformed 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 the raising of standards agenda, widen access and challenge disengagement.
- Continue to improve school attendance rates.
- Ensure sufficient mainstream provision is available to pupils with addition learning needs.
- Reduce the number of young people not in education, employment or training.
- Improve behaviour management support in schools.
- Provide effective co-ordination of youth support services.

GENERAL FUND REVENUE

ACCESS, ENGAGEMENT & INCLUSION: TYPE OF SPEND

2014/15 Budget £M		2015/16 Budget £M
	<u>Employees</u>	
3.109	Burnham	2.836
0.750	NJC Manual Workers	0.573
2.145	NJC APT&C	1.656
1.261	Soulbury	1.165
2.335	JNC Youth Leaders	1.731
0.172	Other	0.367
9.772		8.328
	<u>Premises</u>	
0.048	Repairs & Maintenance	0.025
0.001	Maintenance of Grounds	0.001
0.051	Energy	0.030
0.032	Rents	0.000
0.021	Local Tax	0.000
0.006	Water	0.004
0.024	Cleaning/Domestic	0.013
0.002	Insurance	0.002
0.185		0.075
	<u>Transport</u>	
0.003	Direct Transport	0.001
0.029	Contract Hire	0.029
0.082	Car Allowances	0.052
0.114		0.082
	<u>Supplies & Services</u>	
0.171	Equipment/Materials/Furniture	0.185
0.016	Communications/Computing	0.007
0.001	Provisions	0.000
0.013	Printing/Stationery	0.007
0.002	Grants & Subscriptions	0.000
0.732	Services	0.936
0.216	Other	0.193
1.151		1.328
	<u>Third Party</u>	
0.460	Rendered by Other Local Authorities	0.460
1.628	Rendered by Voluntary Organisations	1.678
2.088		2.138
	<u>Transfer Payments</u>	
0.005	School Children/Students	0.003
0.005		0.003
13.315	Total Expenditure	11.954
	<u>Income</u>	
-0.384	Government Grants	-0.409
-0.368	Other Grants/Reimbursements	-0.393
-0.041	Customer/Client Receipts	-0.001
-0.793	Total Income	-0.803
12.522	NET ACCESS, ENGAGEMENT & INCLUSION BUDGET	11.151

Delegated Schools

This area of service relates to:

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

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

GENERAL FUND REVENUE

DELEGATED SCHOOLS: TYPE OF SPEND

2014/15 Budget £M		2015/16 Budget £M
	<u>Employees</u>	
111.297	Burnham	106.559
2.445	NJC Manual Workers	2.349
9.189	NJC APT&C	9.568
0.752	Other	0.749
123.683		119.225
	<u>Premises</u>	
3.852	Repairs and Maintenance	3.908
0.608	Maintenance of Grounds	0.606
3.128	Energy	3.251
3.221	Local Tax	3.415
0.034	Water	0.034
2.192	Cleaning/Domestic	2.138
0.250	Insurance	0.249
13.285		13.601
	<u>Transport</u>	
0.003	Car Allowances	0.005
0.003		0.005
	<u>Supplies & Services</u>	
7.539	Equipment/Materials/Furniture	7.629
0.007	Communications/Computing	0.008
0.005	Provisions	0.005
0.769	Grants & Subscriptions	0.500
5.930	Services	5.931
0.749	Other	0.907
14.999		14.980
	<u>Transfer Payments</u>	
0.604	School Children/Students	0.588
0.604		0.588
	<u>Capital Financing</u>	
2.524	Other	4.475
2.524		4.475
155.098	Total Expenditure	152.874
	<u>Income</u>	
-11.869	Government Grants	-11.020
-11.869	Total Income	-11.020
143.229	NET DELEGATED SCHOOLS BUDGET	141.854

EDUCATION & LIFELONG LEARNING THREE YEAR CAPITAL PROGRAMME

	TOTAL COST OF SCHEMES (inc historic spend)	BUDGET		
		2015/16	2016/17	2017/18
	£M	£M	£M	£M
<u>Schools</u>				
Education & Lifelong Learning Condition Surveys	0.602	0.171	0.075	0.075
Ynysboeth Community Primary	4.774	0.081	0.000	0.000
Aberdare School & Sports Centre	53.404	3.796	0.000	0.000
Trerobart Primary School	1.920	0.111	0.000	0.000
Treorchy Primary School	2.850	2.165	0.073	0.000
Y Pant Comprehensive School	24.101	8.318	14.073	0.613
School Modernisation	4.150	3.286	0.146	0.146
<u>Transition</u>				
New Primary - Abercynon Area	8.872	0.040	0.000	0.000
Llwynocrwn Primary	4.700	3.864	0.436	0.000
Total Schools	105.373	21.832	14.803	0.834
<u>Supplementary Capital Programme</u>				
Planned Kitchen Refurbishments	2.812	0.200	0.200	0.200
Window & Door Replacements	4.196	0.150	0.150	0.150
Essential Works	14.889	1.100	0.400	0.400
Capitalisation of Computer Hardware/Software & Licenses	6.507	0.292	0.316	0.250
Roof Renewal	7.253	0.940	0.700	0.700
Boiler Replacement	2.668	0.250	0.250	0.250
Disability Discrimination Act	2.562	0.225	0.225	0.225
Electrical Rewiring	2.582	0.200	0.200	0.200
Asbestos Remediation Works	10.505	1.700	1.900	1.900
Fire Alarm Upgrades	1.546	0.100	0.100	0.100
Toilet Refurbishments	4.780	0.150	0.350	0.350
Improvements to Schools	2.168	0.100	0.100	0.100
Total Supplementary Capital Programme	62.468	5.407	4.891	4.825
TOTAL EDUCATION & LIFELONG LEARNING BUDGET	167.841	27.239	19.694	5.659

*** The 2015/2016 budget includes estimated slippage from 2014/2015 and additional grant aided schemes that were known when the three year programme was agreed.**

CHIEF EXECUTIVE'S DIVISION

CHIEF EXECUTIVE'S DIVISION OVERVIEW

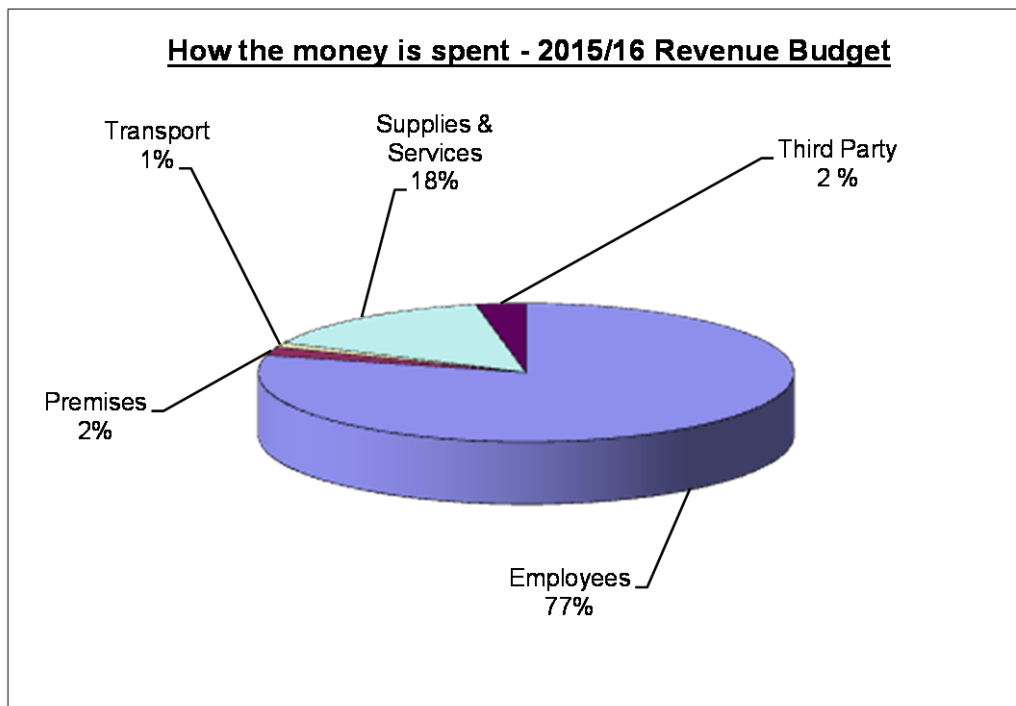
This Division has a focus on the development, implementation and monitoring of the Council's Human Resources Policies, providing corporate support in respect of the Legal function, the management of the Authority's Public Relations activities, coordinating external funding arrangements and enhancing 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 2015/16 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	8.736	0.000	8.736
General Fund Revenue	16.859	-4.422	12.437
Total	25.595	-4.422	21.173

CHIEF EXECUTIVE'S DIVISION REVENUE EXPENDITURE

The Net Revenue Expenditure for the Chief Executive's Division for 2015/16 amounts to £12.437M. Gross expenditure is estimated at £16.859M and this is analysed by expenditure type in the chart below.



Income receivable by the Division of £4.422M reduces net expenditure to £12.437M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

Specific Revenue Grants 2015/16

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	Specialist European Team Programme	0.057
	Vibrant & Viable Places	0.038
European Regional Development Fund	South East Wales Community Economic Development	0.036
	South East Wales Local Investment Fund	0.083
Heritage Lottery Fund	Regeneration of Pontypridd Lido	0.057
Arts Council of Wales	Arts Development	0.150

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

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
0.182	NJC Manual Workers	0.055
12.388	NJC APT&C	11.372
1.381	JNC Chief Officers	1.398
0.216	Other	0.238
14.167		13.063
	<u>Premises</u>	
0.103	Repairs & Maintenance	0.085
0.131	Energy	0.087
0.073	Rents	0.073
0.073	Local Tax	0.035
0.013	Water	0.008
0.043	Cleaning/Domestic	0.026
0.436		0.314
	<u>Transport</u>	
0.013	Direct Transport	0.013
0.007	Contract Hire	0.007
0.015	Public Transport	0.015
0.112	Car Allowances	0.084
0.147		0.119
	<u>Supplies & Services</u>	
0.396	Equipment/Materials/Furniture	0.355
0.205	Communications/Computing	0.171
0.160	Provisions	0.050
0.207	Printing/Stationery	0.174
0.341	Advertising	0.224
0.269	Grants & Subscriptions	0.236
0.068	Members Expenses	0.049
1.055	Services	1.008
1.035	Miscellaneous	0.749
0.030	Other	0.027
3.766		3.043
	<u>Third Party</u>	
0.285	Rendered by Voluntary Organisations	0.235
0.035	Rendered by Private Contract	0.035
0.015	Cyclic	0.015
0.335		0.285
	<u>Support Services</u>	
0.035	Recharges	0.035
0.035		0.035
18.886	Total Expenditure	16.859
	<u>Income</u>	
-0.377	Government Grants	-0.421
-0.747	Other Grants/Reimbursements	-0.673
-2.571	Customer/Client Receipts	-2.772
-0.842	Recharges–Other Revenue Account	0.000
0.000	Internal income	-0.556
-4.537	Total Income	-4.422
14.349	NET CHIEF EXECUTIVE'S DIVISION BUDGET	12.437

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

2014/15 Budget £M		2015/16 Budget £M
	<u>Chief Executive</u>	
0.396	Common Services	0.395
0.396		0.395
	<u>Cabinet Office & Public Relations</u>	
1.348	Cabinet Secretariat	1.205
0.625	Heritage	0.374
1.221	Cultural Services	0.931
3.194		2.510
	<u>Human Resources</u>	
0.379	Support Services	0.362
1.863	Employment Services	1.587
1.854	Organisational Development	1.914
4.096		3.863
	<u>Legal & Democratic Services</u>	
1.246	Legal Services	1.227
2.037	Democratic Services	1.960
0.525	Legal Administration	0.464
3.808		3.651
	<u>Regeneration & Planning</u>	
1.927	Regeneration	1.504
0.232	Development Control	-0.201
0.001	Building Control	0.007
0.259	Process	0.188
0.436	Spatial Development	0.520
2.855		2.018
14.349	TOTAL CHIEF EXECUTIVE'S DIVISION BUDGET	12.437

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**

2014/15 Budget £M		2015/16 Budget £M
	<u>Employees</u>	
0.038	NJC APT&C	0.042
0.191	JNC Chief Officers	0.190
0.229		0.232
	<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
0.147	Grants & Subscriptions	0.143
0.001	Miscellaneous	0.000
0.001	Other	0.001
0.160		0.155
	<u>Support Services</u>	
0.005	Recharges	0.006
0.005		0.006
0.396	Total Expenditure	0.395
0.396	NET CHIEF EXECUTIVE'S UNIT BUDGET	0.395

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 communicating and marketing a positive perception of the Council and the services it provides to residents. The department takes a lead on corporate policy and citizen engagement and 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**

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
0.182	NJC Manual Workers	0.055
2.254	NJC APT&C	1.859
0.081	JNC Chief Officers	0.160
0.007	Other	0.001
2.524		2.075
	<u>Premises</u>	
0.103	Repairs & Maintenance	0.085
0.131	Energy	0.087
0.070	Local Tax	0.032
0.013	Water	0.008
0.036	Cleaning/Domestic	0.025
0.353		0.237
	<u>Transport</u>	
0.013	Direct Transport	0.013
0.007	Contract Hire	0.007
0.003	Public Transport	0.004
0.026	Car Allowances	0.022
0.049		0.046
	<u>Supplies & Services</u>	
0.250	Equipment/Materials/Furniture	0.217
0.054	Communications/Computing	0.039
0.158	Provisions	0.049
0.095	Printing/Stationery	0.065
0.181	Advertising	0.097
0.036	Member Expenses	0.017
0.021	Grants & Subscriptions	0.003
0.070	Services	0.047
0.548	Miscellaneous	0.463
0.006	Other	0.005
1.419		1.002
	<u>Third Party</u>	
0.015	Cyclic	0.015
0.015		0.015
4.360	Total Expenditure	3.375
	<u>Income</u>	
-0.158	Government Grants	-0.150
-0.032	Other Grants/Reimbursements	0.000
-0.976	Customer/Client Receipts	-0.703
0.000	Internal Income	-0.012
-1.166	Total Income	-0.865
3.194	NET CABINET OFFICE & PUBLIC RELATIONS BUDGET	2.510

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 three linked teams: People Development, Workforce Development (including Job Evaluation) and Occupational Health & Wellbeing. These teams are dedicated to assisting the development of a competent, effective and healthy workforce.
- 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**

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
3.524	NJC APT&C	3.528
0.274	JNC Chief Officers	0.223
0.100	Other	0.128
3.898		3.879
	<u>Transport</u>	
0.002	Public Transport	0.002
0.023	Car Allowances	0.018
0.025		0.020
	<u>Supplies & Services</u>	
0.031	Equipment/Materials/Furniture	0.031
0.080	Communications/Computing	0.065
0.002	Provisions	0.001
0.043	Printing/Stationery	0.040
0.071	Advertising	0.071
0.053	Grants & Subscriptions	0.053
0.115	Services	0.115
0.153	Miscellaneous	0.084
0.014	Other	0.013
0.562		0.473
	<u>Third Party</u>	
0.035	Rendered by Private Contract	0.035
0.035		0.035
4.520	Total Expenditure	4.407
	<u>Income</u>	
-0.424	Recharges–Other Revenue Account	0.000
0.000	Internal Income	-0.544
-0.424	Total Income	-0.544
4.096	NET HUMAN RESOURCES BUDGET	3.863

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**

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
3.248	NJC APT&C	3.113
0.564	JNC Chief Officers	0.626
0.108	Other	0.109
3.920		3.848
	<u>Premises</u>	
0.061	Rents	0.061
0.002	Local Tax	0.002
0.063		0.063
	<u>Transport</u>	
0.009	Public Transport	0.008
0.012	Car Allowances	0.008
0.021		0.016
	<u>Supplies & Services</u>	
0.080	Equipment/Materials/Furniture	0.071
0.046	Communications/Computing	0.044
0.052	Printing/Stationery	0.052
0.016	Advertising	0.008
0.032	Member Expenses	0.032
0.001	Grants & Subscriptions	0.000
0.773	Services	0.774
0.118	Miscellaneous	0.072
0.005	Other	0.004
1.123		1.057
	<u>Support Services</u>	
0.027	Recharges	0.026
0.027		0.026
5.154	Total Expenditure	5.010
	<u>Income</u>	
-0.608	Other Grants/Reimbursements	-0.610
-0.320	Customer/Client Receipts	-0.749
-0.418	Recharges–Other Revenue Account	0.000
-1.346	Total Income	-1.359
3.808	NET LEGAL AND DEMOCRATIC SERVICES BUDGET	3.651

Regeneration and Planning

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

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

The Planning service includes both strategic and development control functions. Key is the development of the Local Development Plan. The Development Control service considers applications under the Planning Act and Building Regulations, urban design, enforcement, planning obligations 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. The restoration of the Lido in Pontypridd will be completed in this financial year. Town Centre strategy development and the delivery, in partnership, of complementary initiatives is also undertaken. Working with town centre business to support them in developing actions is important.

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. With a new round of European Structural Funding currently in development, the Council is also involved in shaping the new programme.

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**

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
3.324	NJC APT&C	2.830
0.271	JNC Chief Officers	0.199
0.001	Other	0.000
3.596		3.029
	<u>Premises</u>	
0.012	Rents	0.012
0.001	Local Tax	0.001
0.006	Cleaning/Domestic	0.000
0.019		0.013
	<u>Transport</u>	
0.001	Public Transport	0.001
0.050	Car Allowances	0.035
0.051		0.036
	<u>Supplies & Services</u>	
0.031	Equipment/Materials/Furniture	0.032
0.023	Communications/Computing	0.021
0.012	Printing/ Stationery	0.012
0.073	Advertising	0.048
0.047	Grants & Subscriptions	0.037
0.097	Services	0.072
0.215	Miscellaneous	0.130
0.004	Other	0.004
0.502		0.356
	<u>Third Party</u>	
0.285	Rendered by Voluntary Organisations	0.235
0.285		0.235
	<u>Support Services</u>	
0.003	Recharges	0.003
0.003		0.003
4.456	Total Expenditure	3.672
	<u>Income</u>	
-0.219	Government Grants	-0.271
-0.107	Other Grants/Reimbursements	-0.063
-1.275	Customer/Client Receipts	-1.320
-1.601	Total Income	-1.654
2.855	NET REGENERATION AND PLANNING BUDGET	2.018

CHIEF EXECUTIVE THREE YEAR CAPITAL PROGRAMME

	TOTAL COST OF SCHEME (inc historic spend)	BUDGET		
		2015/16	2016/17	2017/18
	£M	£M	£M	£M
<u>Regeneration & Planning</u>				
Town Centre Physical Regeneration	1.705	0.443	0.240	0.240
Pontypridd Lido	5.724	0.202	0.000	0.000
Project Support Fund	3.415	0.293	0.250	0.250
Business Support Grants	7.109	0.250	0.250	0.250
Local Investment Fund Business Finance Grant	4.753	0.031	0.000	0.000
Vibrant and Viable Places Programme	15.312	7.400	5.942	0.000
Total Regeneration & Planning	38.018	8.619	6.682	0.740
<u>Cabinet Office & Public Relations</u>				
Buildings	0.234	0.117	0.020	0.020
Total Cabinet Office & Public Relations	0.234	0.117	0.020	0.020
TOTAL CHIEF EXECUTIVE BUDGET	38.252	8.736	6.702	0.760

* The 2015/2016 budget includes estimated slippage from 2014/2015 and additional grant aided schemes that were known when the three year programme was agreed.

CORPORATE & FRONTLINE SERVICES

CORPORATE & FRONTLINE SERVICES OVERVIEW

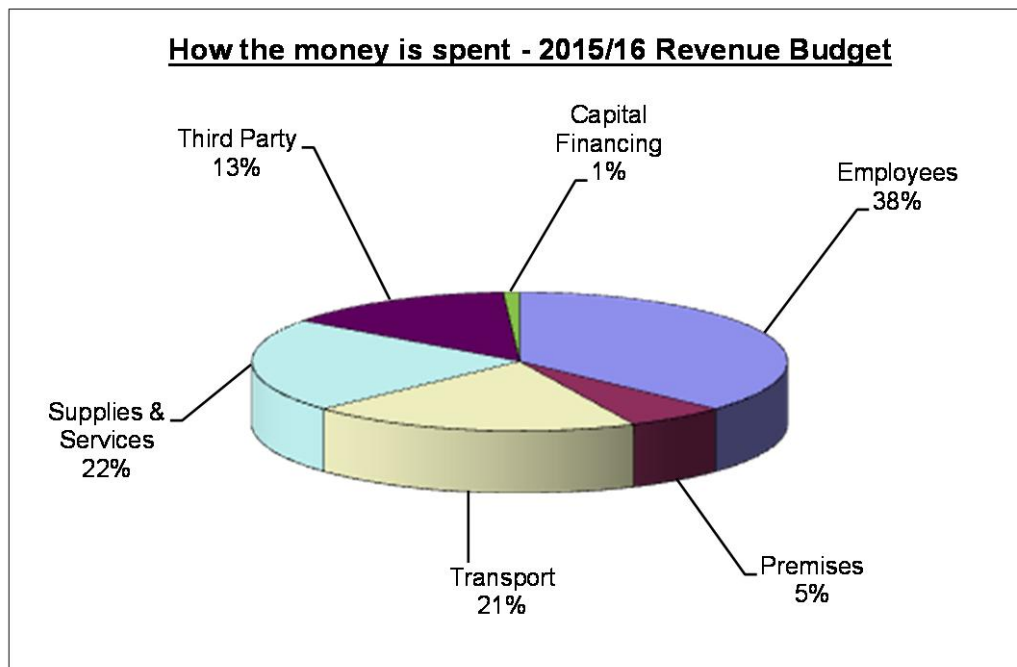
This group contains both front line (e.g. Highways, Transportation, Streetcare, Housing Benefits, Council Tax, Pensions and Customer Care) and corporate support functions (e.g. Accountancy, Corporate Estates, Procurement and ICT) that underpin the service delivery capability across all groups.

A summary of the total resources available for the Corporate & Frontline Services Group in 2015/16 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	12.466	0.000	12.466
General Fund Revenue	92.784	-32.546	60.238
Total	105.250	-32.546	72.704

CORPORATE SERVICES REVENUE EXPENDITURE

The Net Revenue Budget for the Corporate Services Group for 2015/16 amounts to £60.238M. Gross expenditure is estimated at £92.784M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £32.546M reduces net expenditure to £60.238M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

Specific Revenue Grants 2015/16

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 & Council Tax Benefit / Admin Grant	1.257
Welsh Government	NDR Admin Grant	0.372
	Tidy Towns	0.035
	Sustainable Waste Management	4.366
	Concessionary Fares	6.474
	Local Road Safety	0.178
	Bus Service Support	0.594
Natural Resources Wales	Sustainable Development	0.011

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

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
8.731	NJC Manual Workers	9.227
24.435	NJC APT&C	23.184
2.010	JNC Chief Officers	1.600
2.506	Other	1.669
37.682		35.680
	<u>Premises</u>	
1.392	Repairs & Maintenance	1.391
0.023	Maintenance of Grounds	0.028
0.947	Energy	0.934
0.855	Rents	0.722
1.273	Local Tax	1.280
0.131	Water	0.132
0.079	Fixtures & Fittings	0.079
0.191	Cleaning/Domestic	0.203
0.002	Other	0.001
4.893		4.770
	<u>Transport</u>	
7.366	Direct Transport	7.372
11.208	Contract Hire	11.342
0.528	Public Transport	0.557
0.222	Car Allowances	0.173
19.324		19.444
	<u>Supplies & Services</u>	
3.726	Equipment/Materials/Furniture	3.144
2.387	Communications/Computing	2.363
0.624	Printing/Stationery	0.538
0.176	Advertising	0.173
0.215	Grants & Subscriptions	0.209
8.424	Services	8.409
6.220	Miscellaneous	5.662
0.128	Other	0.114
21.900		20.612
	<u>Third Party</u>	
0.218	Rendered by Other Local Authorities	0.185
0.010	Rendered by Voluntary Organisations	0.078
8.413	Transport	8.122
0.092	Structural	0.094
0.292	Cyclic	0.297
0.369	Safety Aids	0.374
0.056	Winter Maintenance	0.057
2.487	Street Lighting	2.262
0.102	Miscellaneous	0.104
0.012	Highways Drainage	0.012
12.051		11.585
	<u>Transfer Payments</u>	
0.118	School Children/Students	0.040
0.118		0.040
	<u>Support Services</u>	
0.100	Recharges	0.100
0.100		0.100
	<u>Capital Financing</u>	
0.712	Other	0.553
0.712		0.553
96.780	Total Expenditure	92.784

	Income	
-13.070	Government Grants	-12.694
-1.345	Other Grants/Reimbursements	-1.141
-11.274	Customer/Client Receipts	-8.541
-8.573	Recharges–Other Revenue Account	-3.626
0.000	Internal Income	-6.544
-34.262	Total Income	-32.546
62.518	NET CORPORATE SERVICES BUDGET	60.238

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

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Frontline Services</u>	
3.502	Highways Management	3.497
13.920	Transportation	13.801
0.199	Strategic Projects	0.082
3.660	Street Cleansing	3.001
0.547	Facilities Cleaning	0.607
4.592	Highways Maintenance	4.504
11.974	Waste Services	13.184
2.130	Fleet Maintenance	2.140
2.947	Group Directorate	2.115
43.471		42.931
43.471	<u>Total Frontline Services</u>	42.931
	<u>Corporate Services</u>	
	<u>Financial Services</u>	
2.869	Financial Management, Accountancy & Performance	2.377
3.481	Operational Finance	3.148
0.097	Public Service Partnerships	0.165
6.447		5.690
	<u>ICT & Customer Care</u>	
4.051	ICT Operational Services	3.747
2.886	Customer Care	2.297
6.937		6.044
	<u>Corporate Estates Management</u>	
0.072	Management of Surplus Sites	0.072
-0.101	Sundry Land and Properties	-0.101
1.898	Corporate Estates Management Department	1.884
3.002	Office Accommodation	2.926
4.871		4.781
	<u>Group Management</u>	
0.147	Director and Support Services	0.146
0.147		0.146
	<u>Procurement</u>	
0.645	Procurement	0.646
0.645		0.646
19.047	<u>Total Corporate Services</u>	17.307
62.518	TOTAL CORPORATE & FRONTLINE SERVICES BUDGET	60.238

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**

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
8.640	NJC Manual Workers	9.079
6.086	NJC APT&C	6.036
0.491	JNC Chief Officers	0.264
2.506	Other	1.669
17.723		17.048
	<u>Premises</u>	
0.485	Repairs & Maintenance	0.485
0.132	Energy	0.135
0.098	Rents	0.098
0.327	Local Tax	0.323
0.060	Water	0.060
0.079	Fixtures & Fittings	0.079
0.129	Cleaning/Domestic	0.128
0.001	Other	0.001
1.311		1.309
	<u>Transport</u>	
7.354	Direct Transport	7.360
11.208	Contract Hire	11.342
0.517	Public Transport	0.548
0.097	Car Allowances	0.077
19.176		19.327
	<u>Supplies & Services</u>	
3.504	Equipment/Materials/Furniture	2.939
0.153	Communications/Computing	0.128
0.086	Printing/Stationery	0.079
0.154	Advertising	0.154
0.164	Grants & Subscriptions	0.160
8.281	Services	8.321
5.159	Miscellaneous	4.922
0.087	Other	0.084
17.588		16.787
	<u>Third Party</u>	
0.218	Rendered by Other Local Authorities	0.185
8.413	Transport	8.122
0.092	Structural	0.094
0.292	Cyclic	0.297
0.369	Safety Aids	0.374
0.056	Winter Maintenance	0.057
2.487	Street Lighting	2.262
0.102	Miscellaneous	0.104
0.012	Highways Drainage	0.012
12.041		11.507
	<u>Transfer Payments</u>	
0.118	School Children/Students	0.040
0.118		0.040
	<u>Support Services</u>	
0.094	Recharges	0.094
0.094		0.094
	<u>Capital Financing</u>	
0.712	Other	0.514
0.712		0.514
68.763	Total Expenditure	66.626
	<u>Income</u>	
-11.339	Government Grants	-11.065
-0.802	Other Grants/Reimbursements	-0.791
-7.831	Customer/Client Receipts	-6.717
-5.320	Recharges—Other Revenue Account	-2.328
0.000	Internal Income	-2.794
-25.292	Total Income	-23.695
43.471	NET FRONTLINE SERVICES BUDGET	42.931

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 Insurance, Treasury Management & Pension Fund Investments, Council Wide Financial Reporting & Management Accounting 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**

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
0.024	NJC Manual Workers	0.024
9.099	NJC APT&C	8.536
0.703	JNC Chief Officers	0.525
9.826		9.085
	<u>Premises</u>	
0.001	Rents	0.000
0.026	Cleaning/Domestic	0.027
0.027		0.027
	<u>Transport</u>	
0.006	Public Transport	0.006
0.035	Car Allowances	0.029
0.041		0.035
	<u>Supplies & Services</u>	
0.027	Equipment/Materials/Furniture	0.027
0.508	Communications/Computing	0.500
0.079	Printing/Stationery	0.077
0.006	Advertising	0.006
0.026	Grants & Subscriptions	0.026
0.070	Services	0.070
0.814	Miscellaneous	0.645
0.008	Other	0.008
1.538		1.359
	<u>Third Party</u>	
0.010	Rendered by Voluntary Organisations	0.078
0.010		0.078
	<u>Support Services</u>	
0.006	Recharges	0.006
0.006		0.006
11.448	Total Expenditure	10.590
	<u>Income</u>	
-1.731	Government Grants	-1.629
-0.020	Other Grants/Reimbursements	0.000
-0.743	Customer/Client Receipts	-0.743
-2.507	Recharges–Other Revenue Account	-1.298
0.000	Internal Income	-1.230
-5.001	Total Income	-4.900
6.447	NET FINANCIAL SERVICES BUDGET	5.690

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 ICT and Information Management, Regional baseline of Business Applications and Information governance arrangements, Regional collaboration to consolidate transport management information systems & Community WiFi feasibility.
- ICT are also responsible for the Council's Information Management arrangements (Policies, Procedures and Protocols etc) as well as ensuring all information held and shared is appropriately secured whilst being compliant with Central Government legislation such as the 'Public Service Network' and Data Protection Act.
- 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 2015/16

- 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.
- Managing, Sharing & Using Secure Information, ensuring effective information governance, assess opportunities for integration and provide an environment for more secure efficient data sharing.

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

- Customers increasingly seek information 'on-line' at the Council's website, with over 1.5 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 45% of visits to the website are through 'mobile' devices.

Contact Centre (Telephone)

- The Contact Centre responds to a million 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 140,000 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 2015/16

- To Further Improve the Council's Website presence in terms of design & content and promote self service opportunities.
- To Design and promote services as "Digital First" when opportunities arise, predominantly through channel shift opportunities, service change decisions, income generation and/or new legislation.
- To Manage the impact of Customer Service Redesign by implementing the One4aLL service change (reduced hours and appointment led service) including physical changes at the three core Centres, assessing any impact on Contact Centre service standards and sustaining Business Continuity arrangements for Lifeline and Out of Hours Services.

- To support the implementation of Health, Social Care & Wellbeing Act in regard to the provision of Information and Advice through the above access channels.
- To ensure the Central Business Support Unit continues to support the organisation's needs in terms of Print, Mail, Dispatch and appropriate disposal, i.e. Confidential Waste.

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

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
5.317	NJC APT&C	4.603
0.239	JNC Chief Officers	0.238
5.556		4.841
	<u>Premises</u>	
0.010	Repairs & Maintenance	0.001
0.001	Rents	0.001
0.002	Cleaning/Domestic	0.001
0.013		0.003
	<u>Transport</u>	
0.010	Direct Transport	0.010
0.004	Public Transport	0.002
0.029	Car Allowances	0.017
0.043		0.029
	<u>Supplies & Services</u>	
0.179	Equipment/Materials/Furniture	0.154
1.558	Communications/Computing	1.566
0.440	Printing/Stationery	0.363
0.005	Advertising	0.002
0.006	Grants & Subscriptions	0.004
0.062	Services	0.007
0.159	Miscellaneous	0.029
0.018	Other	0.007
2.427		2.132
8.039	Total Expenditure	7.005
	<u>Income</u>	
-0.368	Customer/Client Receipts	-0.130
-0.734	Recharges–Other Revenue Account	0.000
0.000	Internal Income	-0.831
-1.102	Total Income	-0.961
6.937	NET ICT & CUSTOMER CARE BUDGET	6.044

Corporate Estates Management

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

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

Top priorities for the next three years:

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

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

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
0.067	NJC Manual Workers	0.124
3.008	NJC APT&C	3.057
0.271	JNC Chief Officers	0.269
3.346		3.450
	<u>Premises</u>	
0.897	Repairs & Maintenance	0.905
0.023	Maintenance of Grounds	0.028
0.815	Energy	0.799
0.755	Rents	0.623
0.946	Local Tax	0.957
0.071	Water	0.072
0.034	Cleaning/Domestic	0.047
0.001	Other	0.000
3.542		3.431
	<u>Transport</u>	
0.002	Direct Transport	0.002
0.058	Car Allowances	0.048
0.060		0.050
	<u>Supplies & Services</u>	
0.012	Equipment/Materials/Furniture	0.020
0.149	Communications/Computing	0.151
0.013	Printing/Stationery	0.013
0.010	Advertising	0.011
0.018	Grants & Subscriptions	0.018
0.008	Services	0.008
0.037	Miscellaneous	0.015
0.012	Other	0.012
0.259		0.248
	<u>Capital Financing</u>	
0.000	Other	0.039
0.000		0.039
7.207	Total Expenditure	7.218
	<u>Income</u>	
-0.004	Other Grants/Reimbursements	-0.004
-2.332	Customer/Client Receipts	-0.821
0.000	Internal Income	-1.612
-2.336	Total Income	-2.437
4.871	NET CORPORATE ESTATES MANAGEMENT BUDGET	4.781

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.

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
0.151	JNC Chief Officers	0.150
0.151		0.150
	<u>Transport</u>	
0.002	Car Allowances	0.001
0.002		0.001
	<u>Supplies & Services</u>	
0.001	Communications/Computing	0.001
0.002	Printing/Stationery	0.002
0.003	Other	0.003
0.006		0.006
0.159	Total Expenditure	0.157
	<u>Income</u>	
-0.012	Recharges-Other Revenue Account	0.000
0.000	Internal Income	-0.011
-0.012	Total Income	-0.011
0.147	NET GROUP MANAGEMENT BUDGET	0.146

Corporate Procurement Unit

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 also strives to promote improved processes across the Council and provide streamlined, strategic and planned procurement activities, applying current procurement methods to assist in the achievement of efficiencies and to demonstrate openness, consistency and accountability through the procedures employed in order to achieve compliance with internal rules and other legislative obligations.

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 through a category management approach to procurement and 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.

In order to deliver the future aspirations and the category management approach for the service, the following Key Objectives have been identified:

- Supporting Economic Regeneration;
 - By developing and implement effective sourcing strategies that will have a positive impact on the economy and the quality of services delivered for the residents of Rhondda Cynon Taf.
 - Enhance procurement processes to support economic growth and the delivery of community benefits.
 - Ensure regular monitoring and reporting of the impact and benefits achieved from procurement activities that support the delivery of economic development.
- Delivery of Smarter Procurement;
 - To deliver improved value from the Council's external spend on goods, services and works through the successful delivery of category management e-sourcing and e-procurement tools and

enhancing skills and capability and compliance across all Directorates.

- Collaborating to Maximise Benefits;
 - To maximise efficiencies and achieve best value for the Council through the delivery of collaborative procurement projects with internal and external partners, including working closely with the National Procurement Service to deliver All Wales frameworks and with other Councils where collaboration is beneficial.
 - Working with Construction partners on the South East Wales Construction Frameworks (South East Wales Schools Capital 2 / South East Wales Highways) to drive value for money and added value benefits through our collective local authority spends.

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

2014/15 Budget		2015/16 Budget
£M		£M
	<u>Employees</u>	
0.925	NJC APT&C	0.952
0.155	JNC Chief Officers	0.154
1.080		1.106
	<u>Transport</u>	
0.001	Public Transport	0.001
0.001	Car Allowances	0.001
0.002		0.002
	<u>Supplies & Services</u>	
0.004	Equipment/Materials/Furniture	0.004
0.018	Communications/Computing	0.017
0.004	Printing/Stationery	0.004
0.001	Advertising	0.000
0.001	Grants & Subscriptions	0.001
0.003	Services	0.003
0.051	Miscellaneous	0.051
0.082		0.080
1.164	Total Expenditure	1.188
	<u>Income</u>	
-0.519	Other Grants/Reimbursements	-0.346
0.000	Customer/Client Receipts	-0.130
0.000	Internal Income	-0.066
-0.519	Total Income	-0.542
0.645	NET PROCUREMENT BUDGET	0.646

CORPORATE & FRONTLINE SERVICES THREE YEAR CAPITAL PROGRAMME

	TOTAL COST OF SCHEME (inc historic spend)	BUDGET		
		2015/16	2016/17	2017/18
	£M	£M	£M	£M
<u>Corporate Services</u>				
<u>Finance Services</u>				
CIVICA Financials Project	2.127	0.200	0.200	0.200
Capitalisation of Computer Hardware/Software & Licences	9.129	0.500	0.500	0.200
Total Finance Services	11.256	0.700	0.700	0.400
<u>Customer Services</u>				
Customer Services Plan Phase 2	1.452	0.255	0.000	0.000
Total Customer Services	1.452	0.255	0.000	0.000
<u>Corporate Estates</u>				
Major Refurbishment/Rationalisation of Service Group Accommodation	5.271	0.493	0.150	0.150
Strategic Maintenance	1.619	0.050	0.050	0.050
Total Corporate Estates	6.890	0.543	0.200	0.200
Total Corporate Services	19.598	1.498	0.900	0.600
<u>Frontline Services</u>				
<u>Highways Technical Services</u>				
Highways Improvements	26.197	2.366	0.840	0.840
Car Parks	1.511	0.045	0.045	0.045
Structures	5.103	1.920	0.350	0.350
Street Lighting	2.894	0.250	0.250	0.250
Total Highways Technical Services	35.705	4.581	1.485	1.485
<u>Strategic Projects</u>				
RCT & Other Grant Transport Schemes	0.678	0.025	0.025	0.025
Traffic Management	3.408	0.165	0.160	0.160
Drainage Improvements	9.337	0.394	0.140	0.140
Total Strategic Projects	13.423	0.584	0.325	0.325
<u>Fleet</u>				
Vehicles	26.080	5.580	1.417	2.112
Total Fleet	26.080	5.580	1.417	2.112
<u>Buildings</u>				
Buildings	3.614	0.223	0.100	0.100
Total Buildings	3.614	0.223	0.100	0.100
Total Frontline Services	78.822	10.968	3.327	4.022
TOTAL CORPORATE & FRONTLINE SERVICES BUDGET	98.420	12.466	4.227	4.622

*** The 2015/2016 budget includes slippage from 2014/2015 and additional grant aided schemes that were known when the three year programme was agreed.**

CORPORATE BUDGETS

CORPORATE BUDGETS OVERVIEW

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

A summary of the total resources available for these budgets in 2015/16 financial year is as follows:

	Gross Expenditure	Income	Net Expenditure
	£M	£M	£M
Capital Programme	1.750	0.000	1.750
General Fund Revenue	148.208	-76.789	71.419
Total	149.958	-76.789	73.169

CORPORATE BUDGETS : SERVICES PROVIDED

2014/15 Budget		2015/16 Budget
£M		£M
23.766	Capital Financing	23.364
11.665	Levies	11.406
10.285	Miscellaneous	12.352
0.380	NDR Relief	0.400
23.504	Council Tax Reduction Scheme	23.897
69.600	TOTAL CORPORATE BUDGETS	71.419

CORPORATE INITIATIVES THREE YEAR CAPITAL PROGRAMME

	TOTAL COST OF SCHEMES (INC HISTORIC SPENDS)	BUDGET		
		2015/16	2016/17	2017/18
	£M	£M	£M	£M
Asset Management Planning	1.338	0.140	0.050	0.050
Corporate Improvement	1.520	0.075	0.075	0.075
Asbestos Management	2.326	0.350	0.200	0.200
Asbestos Remediation Works	1.405	0.600	0.050	0.050
Legionella Remediation Works	3.694	0.325	0.275	0.275
Legionella Management	2.760	0.260	0.200	0.200
TOTAL CORPORATE INITIATIVES BUDGET	13.043	1.750	0.850	0.850

* The 2015/2016 budget includes estimated slippage from 2014/2015 and additional grant aided schemes that were known when the three year programme was agreed.