

# **RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

## **BUDGET 2018/19**

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## **FOREWORD BY GROUP DIRECTOR CORPORATE AND FRONTLINE SERVICES**

On the 28<sup>th</sup> February 2018 the Council agreed the Cabinet's proposals and recommendations for the revenue budget for the 2018/19 financial year, along-side the Council's Three Year Capital Programme 2018/19 - 2020/21. The budget-setting process continues to represent a challenge as the expectations of local residents are balanced with the ongoing drive from the Council for greater efficiency whilst continuing to deliver key services and investments, during this time of national austerity and (real term) reductions in available funding.

The Cabinet Secretary for Local Government and Public Services (Alun Davies AM) announced an **increase** in revenue funding (at an all Wales level) of 0.2% for local authorities in Wales for the year 2018/19. The increase for Rhondda Cynon Taf was 0.5% and is set against inflation running at much higher levels (+ 4.1% at December 2017).

Given the settlement level, a limited ability to increase Council Tax (with a low tax base) and the significant and emerging pressures upon many Council services, developing an equitable and deliverable budget strategy was again going to be extremely challenging. However, appropriate decisions were again taken early as part of the Council's ongoing medium term planning arrangements 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.

Following receipt of the final local government settlement the Council's budget gap amounted to £3.2M. This was after the impact of early decisions (and savings secured), after a number of base budget requirements were addressed and after the assumed delivery of a £6M targeted efficiency. Setting the level of Council Tax increase at 3.30% and providing Schools with an increase in resources of £2M year on year, resulted in the budget gap reducing to £2.6M.

The Council was able to balance the budget for 2018/19 with a combination of further efficiency measures (£1.050M), a reduction to the budget required for the Council Tax Reduction Scheme to reflect lower levels of demand for this support (£0.5M) and the use of the Medium Term Financial Planning (MTFP) and Service Transformation Reserve - transition funding (£1.022M). Such a strategy did not undermine the Council's core financial health (i.e. £10M remaining in general reserves) and enabled the budget to be set without any major cuts to our valued frontline public services.

Alongside the Revenue Budget, the Council also agreed a new 3 year Capital Programme which will see investment in infrastructure across the County Borough of £180.2M over the next 3 years. Included was additional Council investment of £9.950M, targeted to support the aspirations and priorities of the Corporate Plan and further supporting work in areas such as:

- Economic Regeneration;

- Improving our own assets to enhance service provision – a better experience for service users / customers;
- Reducing our day to day maintenance and running costs;
- Job Creation and sustaining employment into the future;
- Cost avoidance;

The final settlement provided no indication of resource levels for the following financial year (2019/20) and into the medium term albeit there is an expectation of continued challenging settlements into the future, which are likely to be some way below Central Governments target for inflation of 2%.

It is in this context that the Council's Medium Term Financial Strategy continues to be critical in ensuring that the best use is made of all available Council resources. Budget setting is now a continuous process and there is a need to ensure that all opportunities are taken to realign and reprioritise our finite resources. The way in which we engage with the communities we serve will also continue to be important as we move forward in these austere times.

Finally, as always, I would like to record my sincere thanks to everyone who has played a part in helping to formulate and deliver this years budget, including those (over 1,500) who participated in the Council's Budget Strategy Consultation process. Setting the budget is only the start and the year ahead will once again be extremely challenging. This Council, however, will remain focused on maintaining sound financial management and on the delivery of key services for the residents of the County Borough.

**Chris Lee CPFA**  
**Group Director Corporate and Frontline Services**

## **RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

### **COUNCIL REPORT 28<sup>th</sup> FEBRUARY 2018**

- THE COUNCIL'S 2018/19 REVENUE BUDGET STRATEGY

### **COUNCIL REPORT 28<sup>th</sup> FEBRUARY 2018**

- THE COUNCIL'S THREE YEAR CAPITAL PROGRAMME 2018/19 - 2020/21  
INCORPORATING A REVIEW OF EARMARKED RESERVES

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

**MUNICIPAL YEAR 2017-2018**

**COMMITTEE:  
COUNCIL**

**28<sup>th</sup> February 2018**

	<b>AGENDA ITEM NO.9</b>
<b>THE COUNCIL'S 2018/2019 REVENUE BUDGET STRATEGY</b>	

**REPORT OF:**

**THE CABINET**

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

**1.0 PURPOSE OF THE REPORT**

**1.1** This report provides information on the implications for the Council of the local government settlement for 2018/2019. 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 31<sup>st</sup> March 2019.

**2.0 RECOMMENDATIONS**

It is recommended that Members:

- 2.1** Note the written statement from the Cabinet Secretary for Local Government and Public Services (Alun Davies AM) and the table on the 2018/2019 local government settlement, reproduced at Appendix 1;
- 2.2** Note the base budget adjustments impacting in 2018/19 as summarised in Table 1;
- 2.3** Approve the budget strategy proposals as summarised in Table 2, including:
- I. An agreed additional efficiency sum of £1.050M (over and above the £6M agreed at 'Provisional Settlement' stage in October 2017) for 2018/19;
  - II. A reduction in the budget allowance for the Council Tax Reduction Scheme of £0.500M;
  - III. Use of the 'Medium Term Financial Planning & Service Transformation Reserve' as transitional funding, totalling £1.022M for 2018/19.

- 2.4** Approve Tables 3 and 4 in Section 10 of the report as the basis of allocating resources to the Individual Schools Budget (ISB), to other Council Services, and to meet its corporate financing requirements;
- 2.5** Agree the Council Tax increase for the financial year ending the 31<sup>st</sup> March 2019 at 3.30%;
- 2.6** Agree the Council's overall budget for 2018/2019, in order to set the Council Tax for the forthcoming financial year by the statutory deadline of the 11<sup>th</sup> March 2018.

### **3.0** BACKGROUND

- 3.1** At the Council meeting on the 20<sup>th</sup> of September 2017, the Council's audited accounts were presented which reported General Fund Balances amounting to £10.720M.
- 3.2** Given the continuing financial pressures the Council is working under, it remains the view of the Section 151 Officer that the Council should hold a minimum of £10M as General Fund Balances, (i.e. its working balance). This level is set given the context of the need for continued strong financial management that is felt to be essential to ensure that the Council maintains financial flexibility and stability going forward.
- 3.3** Members will be aware that in addition to General Fund Reserves, the Council also holds a number of earmarked reserves that are kept under continuous review and are assessed each year by the Wales Audit Office. Members will be aware that included in these Reserves is a Medium Term Financial Planning and Service Transformation Reserve that has successfully supported transitional funding as part of the Council's Medium Term Service Planning arrangements. It has achieved this through helping to smooth the delivery of budget savings over a number of years, whilst still allowing an annual balanced budget to be delivered. The starting point for the Medium Term Financial Planning and Service Transformation Reserve as at the 31<sup>st</sup> March 2017 is £5.484M. As part of our ongoing strategy, we have continued to identify and deliver savings in year which means we have been able to increase the level of transitional funding available and the latest position is that this reserve has now increased to £5.688M (additional in year savings to date of £0.204M).
- 3.4** The Wales Audit Office continues to emphasise that we must remain disciplined at this crucial time, if we are to maintain our long-term goal of driving forward continuous improvement of key services, though this becomes increasingly harder to achieve with such severe financial pressures.

- 3.5** The Wales Audit Office assessment is an accurate one and it is clear that Members continue to take their fiduciary duty extremely seriously as evidenced by the positive reports received from the regulators and the track record of budgetary control across services. The challenge, therefore, is to construct a prudent, equitable and fair revenue budget for the financial year ending the 31<sup>st</sup> March 2019. This must involve an approach which publicly demonstrates sound financial stewardship; which does not take unnecessary risks; which maximises income generation; continues to deliver year on year efficiency savings and which delivers the services that are needed and we can afford, as well as protecting as many jobs as possible.
- 3.6** Following the establishment of the overall financial position, the Cabinet, assisted by the Senior Leadership Team was able to commence initial work on it's budget strategy for 2018/2019. The broad objectives of next year's proposed strategy remain consistent with the current year and these are to:
- (i) Support the delivery of our key strategic priorities, particularly around the need to build a strong economy, promote people's independence and create a County Borough where people are proud to live and work;
  - (ii) Retain the support of the Wales Audit Office for the approach the Council has adopted to securing strong financial management;
  - (iii) Continue with the delivery of our key services and protect as many local jobs as possible even with diminishing financial resources; and
  - (iv) Take a responsible attitude towards agreeing the level of the Council Tax.

#### **4.0 THE 2018/2019 LOCAL GOVERNMENT SETTLEMENT**

**4.1** On the 20<sup>th</sup> December 2017, the Cabinet Secretary for Local Government and Public Services (Alun Davies AM) announced the Final 2018/2019 Local Government Settlement. The Minister's statement and key data table is attached at Appendix 1.

**4.2** The "headlines" of the 2018/2019 Settlement are as follows:-

- a. The overall reported increase in Revenue Support Grant (RSG) and Non-Domestic Rates funding for 2018/2019 (of unhypothecated funding) at an all Wales level, is +0.2% (+£8.7M), but this is before new responsibilities are taken into account totalling £13.000M.
- b. The final reported settlement for Rhondda Cynon Taf, shows an increase of 0.5% which is above the average of 0.2%. Settlement figures across the twenty two local authorities in Wales range from at best +0.9% to at worst -0.5%.
- c. A 'floor' protection has been included for 2018/19, set at -0.5% and is funded from resources outside of the Settlement.

- d. The Settlement includes 'transfers in' of (Rhondda Cynon Taf impact in brackets):
- £35.000M in respect of the Waste Element of the Single Revenue Grant (£2.397M)
  - £26.889M in respect of Welsh Independent Living Grant (£2.492M)
  - £19.000M in respect of Social Care Workforce Grant (£1.548M)
  - £7.415M in respect of Looked After Children (£0.658M)
  - £3.000M in respect of Carers' Respite Care Grant (£0.244M)
  - £0.412M in respect of Social Care for prisoners in the secure estate (nil)
- e. The settlement includes 'new responsibilities' of £6.000M in respect of Homelessness Prevention and £7.000M in respect of Increasing the Capital Limits for Residential Care to £40,000. The values for this Council are £0.397M and £0.542M respectively.
- f. There is no reference to indicative 2019/20 settlement levels, although the provisional settlement made reference to -1.5% at an all Wales level.
- g. A number of specific grants are still not available and where provided, some have been reduced (for example the Education Improvement Grant (EIG) all Wales reduction is £15M).
- h. The Council's General Capital Funding allocation is decreased slightly by 0.16% (£0.018M) to £11.214M. It is stated that capital settlements are to remain at this level for 2018/19 and the following two years.

## **5.0** RECENT BASE BUDGET UPDATES

**5.1** Budget assumptions used in compiling the "Base Budget" for the Council have been reviewed and updated. In recent weeks a number of adjustments have been identified that will impact on the estimated budget requirement for 2018/2019. These are:

- *Sickness Management* – Additional resources totalling £0.130M are being proposed to support the Council's continued focus on reducing levels of sickness by working with services to target and support areas where there are high levels of sickness and, as part of this work, further develop the competence of managers in helping to secure on-going improvement in the levels of attendance.

- *Pay Award Offer* – Previous modelling was based on a 1% pay award uplift across all staff categories plus continuing the Council's commitment to the Living Wage Foundation minimum rate. On the 5<sup>th</sup> of December 2017 the National Employers for Local Government Services made a 2 year pay offer covering 2018/19 and 2019/20. For both years, the offer includes increases above 2% at lower grades to close pay differentials linked to implementation of the National Living Wage and at remaining grades a 2% pay award is proposed. The first year of the pay offer would see the national pay bill increase by 2.707% with the second year equating to 2.802% (a total increase over the two year period totalling 5.584%). The budgetary impact of the proposed pay award, if agreed, represents an additional cost of £1.800M for 2018/19
- *Specific Inflationary Uplifts* – Specific updates in assumptions for inflation. Based on latest procurement intelligence, energy costs (tariffs) are not anticipated to rise as initially modelled. However, food costs are expected to rise more than modelled. The net impact of these movements is a reduction to the budget requirement of £0.146M.
- *Council Tax Support for Care Leavers* – Cabinet on the 19<sup>th</sup> of December 2017 agreed to award 100% Discretionary Council Tax Relief to care leavers aged 18-25 from the 1<sup>st</sup> April 2018. The cost of providing this discount is estimated to be £0.010M.
- *Rhondda Fach Investment & Reconfiguration* – Cabinet on the 21<sup>st</sup> November 2017 agreed to extensive remodelling of the centre which included closure of the swimming pool, delivering a base saving of £0.100M per annum.
- *Fees & Charges* - Cabinet on the 15<sup>th</sup> February 2018 agreed the level of Fees & Charges for 2018/19 along with a number of changes to the standard uplift (2.95%) requirements, including no increases for Car Park charges and changes to fee levels for Bereavement Services, Meals on Wheels, school meals and for adult users of the Pontypridd Lido. The budgetary impact of this decision totals £0.253M (a copy of the Cabinet report can be accessed through this link):

<https://www.rctcbc.gov.uk/EN/Council/CouncillorsCommitteesandMeetings/Meetings/Cabinet/2018/02/15/Reports/AgendaItem8CouncilsFeesandCharges201819.pdf>

- *Meals on Wheels* – A report on operational changes planned to improve the efficiency of the Community Meals Service was presented to Cabinet on the 25<sup>th</sup> January 2018. A greement was given to maintaining the existing seven days a week service but remodelling delivery arrangements through:
  - i. Continuing to deliver freshly cooked meals on weekdays
  - ii. Delivering frozen meals on the weekend rather than blast chilled meals
  - iii. Reducing the number of production kitchens from three to one
  - iv. Retaining the open access service to clients
  - v. Transferring the management of St Mair’s and Mountain Ash Day Centres to Community & Children’s Services

The Budgetary impact of these changes will deliver £0.258M of savings in 2018/19.

- *Fixed Penalty Notices* - A report on the increase in fine levels for Fixed Penalty Notices and the widening of the scope to additional areas was presented to Cabinet on the 25<sup>th</sup> January 2018. The budgetary impact of these changes will deliver £0.020M of savings in 2018/19.
- *Other* - a number of other budget adjustments have been reflected in the updated position as part of further work on refining base budget requirements for 2018/19. Examples of updates included are additional costs linked to contractual arrangements such as waste services, additional legal costs linked to Special Education Needs and additional costs across a number of our external care contracts, offset by reductions in Fire Service levy, contributions to the Central South Education Service and confirmation of continued external funding for Work choice payments (protected factory places) The overall net increase in costs added to the base requirements at Final Settlement stage totals £0.208M.

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 2018/19 Base

	<b>£M</b>
Sickness Team	0.130
Pay Award Offer	1.800
Specific Inflation Update	-0.146
Council Tax Support for Care Leavers	0.010
Rhondda Fach Investment & Reconfiguration	-0.100
Fees & Charges	-0.253
Meals on Wheels Changes	-0.258
Fixed Penalty Notices	-0.020
Other	0.208
<b>TOTAL</b>	<b>1.371</b>

## **6.0 THE FINANCIAL IMPLICATIONS OF THE 2018/2019 SETTLEMENT FOR RHONDDA CYNON TAF**

6.1 The final settlement indicates that our 2018/2019 RSG and NDR funding will total £364.176M.

6.2 In anticipation of the 2018/2019 local government settlement, the Council's service managers have constructed the base budget requirements for next financial year. Those initial calculations provided for:-

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

6.3 The position reported to Council (18<sup>th</sup> October 2017) at the Provisional Settlement stage indicated a budget gap of £3.834M. This position assumed a modelled 3.0% Council Tax increase, savings already secured early in 2017/18 (£1.856M) and a commitment to deliver £6M of efficiency savings in 2018/19. Taking account now of the recent base budget updates summarised in Table 1 and the impact of the Final Settlement and Tax Base update (together providing additional net resources of £1.961M) means that the budget gap has now decreased to **£3.244M** (a net decrease of £0.590M).

**7.0** DEVELOPING AN EQUITABLE, DELIVERABLE AND BALANCED BUDGET FOR 2018/2019

**7.1** It will not be easy for us to develop an equitable and deliverable revenue budget strategy given the modest 0.5% increase in funding from the Welsh Government and the significant pressure upon many of our services together with a limited ability to increase Council Tax income, and a low tax base. Within these parameters, we will therefore need to take appropriate decisions to ensure that next year's budget is equitable for all, does not compromise our financial stability, and if at all possible protects as many key services and safeguards as many jobs as we can.

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

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

- a) A provision to meet levies from External Bodies;
- b) A provision for Capital Charges;
- c) A provision for all other "Miscellaneous Finance" items (Audit Fees, Insurance Costs, Bank Charges, etc.) which are non-specific to any particular Service Group; and
- d) Resources to fund the Council Tax Reduction Scheme.

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

Council Tax Levels

**7.5** This Council has always acted reasonably when setting its Council Tax, balancing the impact upon services and the ability of the public to pay acknowledging that those eligible, will receive support through the Welsh Government's Council Tax Reduction Scheme (CTRS). The proposal is to increase Council Tax in 2018/19 by 3.30%, that is, above the 3.00% modelled in the initial budget gap calculations. This proposed increase of 3.30% equates to 58p per week for a person living in a Band A property and 87p per week for someone living in a Band D property (42% of properties in Rhondda Cynon Taf are Band A). Increasing the level by 0.30% will lower the budget gap by £0.239M for 2018/19, hence the updated gap becomes **£3.005M**.

- 7.6** Members will be aware that the costs of the CTRS associated with increases in Council Tax levels and changes in caseload impact on the net income generated through any increase in Council Tax. A 1% increase in Council Tax will generate an additional income for the Council of £1.030M (at the 2018/19 tax base level), but will also cost £0.235M in additional CTRS requirements. It therefore follows that a 1% increase generates a net additional income of £0.795M, or stated another way, almost one quarter (23%) of any Council Tax increase is lost to support the increased costs associated with the Welsh Government's CTRS.
- 7.7** Whilst the focus for this report is predominantly on 2018/19 and an initial net "funding gap" of almost £10M before any savings and efficiencies are applied, this gap is projected to rise significantly over the three years to 2020/21 if our base budget is not reduced. In relation to next financial year initially, it is proposed that this exercise is dealt with in two parts – firstly, setting the schools budget, and secondly assessing the options for filling any remaining gap for 2018/2019.

#### Schools Budget (ISB)

- 7.8** Members have always viewed our schools as being a key priority and have ensured that they have been treated favourably in comparison with other council services. Whilst there continues to be no direction by Welsh Government for 2018/19 to protect Schools, Members are still minded to prioritise funding in this area and as part of the initial budget modelling assumptions had committed to provide a £1M cash uplift for schools. Given the improved Final Settlement and the priority to support schools, it is now proposed that a £2M cash uplift is provided in 2018/19. In cash terms, this represents a 1.4% increase to the school's budget, which is set in the context of the Council as a whole receiving an increase of 0.5% from Welsh Government. The result of providing this increase to schools is that the overall schools budget for next year will increase from £146.950M to £148.950M. This will see our schools treated more favourably than other Council services but like other services, it is acknowledged that they will have to fund additional costs next year associated with increased employee costs, and the costs of the apprenticeship levy which schools have been protected from to date. It is noted that some efficiency planning will therefore be required at a school level. This proposal would see the overall school budget requirement reducing by £0.433M, compared with 'total need' previously modelled, leaving a remaining overall budget gap for the Council of **£2.572M**.

## Dealing With The Remaining Revenue Budget Gap

**7.9** This Council has taken a proactive approach to dealing with the austerity cuts it has faced in recent years. A similar strategy will be adopted for 2018/19.

**7.10** Following careful consideration, the following approach is recommended:

- a. *Efficiencies* – The Council has successfully delivered over £80m in efficiency savings over the last 10 years or so. Whilst the generation of efficiency savings becomes increasingly difficult over time, new technology, collaboration and new ways of working are examples of where such gains can still be delivered. As in previous years, services have been tasked with identifying ‘general’ base budget efficiency savings. In total, efficiency savings amounting to £6.000M were targeted for 2018/19 and confirmed at Provisional Settlement stage. Notwithstanding this target level, additional efficiency savings have now been identified bringing the efficiency total to £7.050M and as such a further £1.050M can be set against the budget gap. This additional efficiency includes additional energy savings in street lighting, reductions in equipment / stationary budgets and increased income generation in services such as Leisure and the Rhondda Heritage Park.
- b. *Council Tax Reduction Scheme (CTRS)* – Members will be aware through the quarterly performance reports this year that the costs associated with the CTRS have been consistently below budget. As at Quarter 2 (reported 21<sup>st</sup> November 2017), the projected underspend in this area was £0.485M. Further work on caseloads and demand has now been undertaken as part of the base budget update work and the proposal is to reduce the base budget in 2018/19 by £0.500M. It should be noted that whilst this takes the budget to £23.780M, this is still in excess of the Welsh Government funding for this area which for 2018/19 totals £21.772M.
- c. *Medium Term Financial Planning and Service Transformation Reserve (Transitional Funding)* – Whilst efficiency savings and cost reduction measures are already in place for 2018/19, it is recognised that further in year savings are necessary to close future year budget gaps. The notion of an annual budget setting process no longer exists and we continue to apply a proactive and ongoing approach to identifying and implementing savings. In doing so, we are able to replenish transitional funding in year and secure base budget savings in the following year. As previously indicated, we have a “Medium Term Financial Planning and Service Transformation Reserve” that provides the tool, albeit short term and one off in nature, for such an approach and this equates currently to £5.688M. To address the current budget deficit, it is proposed that an allocation of £1.022M is made from this reserve for 2018/19. This would facilitate a balanced budget for 2018/19 and would leave £4.666M in the reserve (subject to the year end assessment of reserves post 31<sup>st</sup> March 2018). Use of £1.022M of one off funding is less than the level used for 2017/18. Processes are now well embedded to ensure that savings are achieved in year and this reserve continues to be replenished.

- 7.11 In summary, Table 2 lists the proposals recommended to close the remaining budget gap for 2018/19, that will deliver a balanced budget for next year:

Table 2 : Budget Strategy Proposals 2018/19

	£M	£M
<b>Budget Gap</b>		<b>2.572</b>
<b>Strategy Proposals</b>		
Additional Efficiency (over and above the £6M)	-1.050	
Council Tax Reduction Scheme	-0.500	
		<b>-1.550</b>
<b>Remaining Budget Gap</b>		<b>1.022</b>
<b>Use of 'One Off' Funding</b>		
Use of the Medium Term Financial Planning & Service Transformation Reserve		<b>-1.022</b>
<b>Total</b>		<b>0.000</b>

## 8.0 **SERVICE PRIORITIES**

- 8.1 Even within this period of significantly reducing resources and hence financial pressure on all services, this Council remains committed as far as it possibly can to continue to deliver its key services, stronger communities and social justice. The Council's Corporate Plan 2016-2020 sets out that our key purpose is to provide a County Borough that has high aspirations, is confident and promotes opportunity for all.
- 8.2 However, we must deliver our objectives within the parameters of next year's local government settlement. For next year and into the medium term any available resources should be targeted at key service areas. Part of our General Budget Consultation exercise has been to test the appropriateness of our key strategic priorities around the themes of:
- *Economy* – building a strong economy;
  - *People* – promoting independence and positive lives for everyone; and
  - *Place* – creating neighbourhoods where people are proud to live and work.
- 8.3 The proposals also complement the requirements of the Well Being of Future Generations Act in ensuring that Services have adequate resources to continue their work in shaping provision fit for the future and, in doing so, enable positive contributions to be made toward meeting the seven national wellbeing goals.

**8.4** In addition to our revenue base budget requirements, opportunities also continue to be taken to deliver investment in key strategic areas through one off funding made available via a risk based review of earmarked reserves and through identification of in year savings opportunities. Previous investment tranches included that in November 2017 where an additional £7M of funding was provided to support various schemes including major infrastructure requirements, 3G pitches, Community Hubs and Leisure Centre changing rooms. Cabinet at its meeting on the 25<sup>th</sup> January 2018 agreed in principle to a strategic capital investment programme of over £300M, for the next five years, over and above the Council's existing capital projects and spending plans. In support of this strategy, we will continue to review opportunities for further investment during 2018/19 and a report setting out the updated capital programme for 2018/19 to 2020/21 will be reported to Council alongside this report.

**90** THE 2018/2019 GENERAL BUDGET STRATEGY CONSULTATION PROCESS

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

**92** The general budget consultation ran from the 6<sup>th</sup> of November 2017 to the 18<sup>th</sup> of December 2017 and over 1500 people were involved in the process (compared to 900 last year). The results of the consultation are attached at Appendix 2. The consultation methods used this year included:

- An online Budget Simulator
- A number of Town Centre, Leisure Centre and Library events
- Member led Engagement Events
- Promotion through Social media, including a Youtube video
- Questions/polls on social media
- A Young Person's Budget Engagement Event and school event
- Older Persons Advisory Group Meeting
- Promotion with the Citizen's Panel.

**93** The Council again engaged with relevant stakeholders through the use of an online Budget Simulator. The Budget Simulator outlined a range of services that the Council provides and their associated budgets and then asked people to make £3.8M of savings by adjusting the budget for each service, as well as the level of council tax.

**94** The general budget consultation also incorporated the requirements to consult on discretions available locally for the Council Tax Reduction Scheme (which was used to inform the Council's decision on its scheme for 2018/19 that was considered by Council on the 17<sup>th</sup> January 2018).

- 95** In addition, specific consultation activity was undertaken with the Finance & Performance Scrutiny Committee and the School Budget Forum and minutes of these meetings are attached at Appendices 3 and 4 respectively.
- 96** Again this year, the draft strategy was subject to pre scrutiny so that non executive members were able to examine proposals and help shape their development before Cabinet considered the detail. The Finance and Performance Scrutiny Committee undertook pre scrutiny of the Budget Strategy proposals and the general consultation feedback report on the 29<sup>th</sup> January 2018. Attached at Appendix 5 are the minutes (currently draft) from this meeting.

**10.0** THE 2018/2019 MACRO REVENUE BUDGET

- 10.1** In arriving at a strategy for 2018/2019, 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 3.30%.
- 10.2** Table 3 below illustrates how the revenue resources available to the Council could be utilised, in order to restrict the Council's 2018/2019 Council Tax increase to 3.30%:

Table 3: Suggested Resources in 2018/2019

	<b>£M</b>
2018/2019 Net Revenue Spending	471.600
<b>LESS:</b> Revenue Support Grant & NDR Contribution	364.176
<b>Sub total</b>	<b>107.424</b>
<b>LESS:</b> Release of Earmarked Reserves	1.022
<b>To be met from Council Taxpayers</b>	<b>106.402</b>

- 10.3** Table 4 below, shows the overall effect on services of applying the principles of the Cabinet's recommended 2018/2019 budget strategy.

Table 4: Application of the 2018/2019 Outline Budget Strategy

<b>BUDGET REQUIREMENTS</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Increase/ (Decrease)</b>
	£M	£M	£M
<b>Corporate Requirements</b>			
Capital Financing	19.557	19.947	0.390
Levies	11.649	11.790	0.141
Council Tax Reduction Scheme	23.507	23.780	0.273
Miscellaneous	15.473	14.333	-1.140
	<b>70.186</b>	<b>69.850</b>	<b>-0.336</b>
<b>Individual School Budgets (ISB)</b>			
Individual School Budgets	146.950	148.950	2.000
<b>Other Council Services</b>			
Community & Children's Services	137.904	144.930	7.026
Corporate and Frontline Services and Chief Executive's Division	72.995	76.013	3.018
Education & Lifelong Learning Services	30.905	31.857	0.952
<b>Net Revenue Spending</b>	<b>458.940</b>	<b>471.600</b>	<b>12.660</b>

## **11.0 SPECIFIC GRANTS**

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

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

## **12.0** EQUALITY IMPACT ASSESSMENT

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

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

## **13.0** CONCLUSIONS

- 13.1** The Council's overall financial position remains sound, with the level of General Reserves maintained at the minimum level of £10M.
- 13.2** On the 20<sup>th</sup> December 2017, the Cabinet Secretary for Local Government and Public Services (Alun Davies AM) announced the Final 2018/2019 Local Government Settlement which showed this Council's increase in resources was set at 0.5%.
- 13.3** The Cabinet's proposals properly address the corporate financial requirements of the Council and, after allocating an adequate financial uplift to the Individual Schools Budget, the sum £252.800M would remain to fund all other services in 2018/2019. This resource can then be used to adequately fund the cost of our services and to support our key priorities.
- 13.4** The Cabinet has recommended setting 2018/2019 revenue spending at a level that will result in a Council Tax increase of 3.30%, for the financial year ending the 31st March 2019.
- 13.5** The Council to date has been able to deliver year on year balanced budgets alongside an investment programme supporting key priorities. The challenge remains though for positive and proactive management from the Senior Leadership Team and clear direction from Members to produce a financially sustainable budget into the medium term in what continues to be an extremely challenging financial climate.

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**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**MUNICIPAL YEAR 2017-2018**

**COMMITTEE:**

**COUNCIL**

**28<sup>th</sup> FEBRUARY 2018**

**Item No:10**

**THE COUNCIL'S THREE YEAR  
CAPITAL PROGRAMME 2018/19 -  
2020/21 INCORPORATING A  
REVIEW OF EARMARKED  
RESERVES**

**REPORT OF THE CABINET**

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

**1.0 PURPOSE OF REPORT**

**1.1** This report sets out the Council's proposed Capital Programme for 2018/19 to 2020/21, following confirmation of the local government settlement for 2018/19.

**2.0 RECOMMENDATIONS**

It is recommended that Members:

**2.1** Note the detail of the final 2018/19 local government settlement for capital expenditure, reproduced at Appendix 1;

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

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

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

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

- Prudential borrowing to support 21<sup>st</sup> Century School Schemes and the Taff Vale Development project;
- Capital grants for specific schemes;
- Third party contributions;
- Additional Council resources previously allocated to support existing schemes and Corporate Plan investment priorities;
- The investment priorities detailed in paragraph 5.7 which are funded by the release of Earmarked Reserves detailed in paragraph 5.3.

### **3.0 BACKGROUND**

**3.1** Members will be aware that each year the Council is allocated a sum of unhypothocated “Supported” borrowing and General Capital Grant from the Welsh Government (WG). Details of the allocation for 2018/19 are shown at Appendix 1. The funding for 2018/19 has decreased by £0.018M since 2017/18 and the level of funding has decreased by over £6M since 2010/11 as shown below:

<b>Year</b>	<b>WG Capital Support</b>
2010/11	£17.306M
2011/12	£13.856M
2012/13	£12.828M
2013/14	£11.328M
2014/15	£11.194M
2015/16	£11.154M
2016/17	£11.164M
2017/18	£11.232M
2018/19	£11.214M

**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 indicated that general capital funding will be maintained at current levels over the next 3 years at an all Wales level. However, allocations for individual authorities are not available for 2019/20 and 2020/21 and may vary from the current levels.

### **4.0 ROLLING ON THE EXISTING ‘CORE’ THREE YEAR PROGRAMME**

**4.1** The existing programme for 2018/19 and 2019/20 proposed the use of £15.934M of ‘Core’ capital funding.

- 4.2** In recent years we have continued to maintain our core programme at £15.934M per year. The three year capital programme presented here is fully funded albeit there remains a risk that the projected capital receipts are less than anticipated. Capital receipts projections will continue to be closely monitored.
- 4.3** Whilst maintaining the core programme at the existing level, there remains the requirement for us to continue to review and challenge any commitments made into years two and three, to robustly monitor capital receipt projections and to position ourselves to respond as appropriate and necessary as we move forward.
- 4.4** Section 6 details the proposed capital programme for 2018/19 to 2020/21 representing a total investment of £180.248M. This comprises:
- Core capital funding of £15.934M per year, representing a significant investment of £47.802M over the next 3 years;
  - Prudential borrowing of £59.890M to support the 21<sup>st</sup> Century Schools Programme and the Taff Vale Development;
  - Specific grants of £20.596M;
  - Third party contributions of £1.261M;
  - Earmarked reserves and revenue contributions previously allocated to schemes and investment priorities of £33.777M;
  - Capital receipts, in addition to the 3 year core allocation, of £6.972M;
  - If agreed, additional earmarked reserves of £9.950M to fund the investment priorities detailed in paragraph 5.7.

## **5.0 ADDITIONAL INVESTMENT & EARMARKED RESERVES**

- 5.1** As reported to Council in the Statement of Accounts (20<sup>th</sup> September 2017), the Council has revenue stream earmarked reserves at the 31<sup>st</sup> March 2017 of £63.153M (£60.504M at 31<sup>st</sup> March 2016) which are set aside for a variety of purposes. In addition, there are specific reserves relating to Capital Funding, Insurance and Treasury Management.
- 5.2** The level and use of earmark reserves is constantly reviewed as part of the Council's robust financial management arrangements. Budget setting and accounts closure traditionally provide opportunities for more in depth reviews and Cabinet have specifically requested that the Section 151 Officer undertake a detailed risk assessment of earmarked reserves with a view to:
- Assessing the underlying financial risk for which they have been set aside to determine if it remains or whether circumstances have changed;
  - The extent to which any amounts set aside for investment (Prior Year Commitments – Service “Carry Forwards”) have been contractually committed;
  - Being clear on the reasons for holding reserves and ensuring that they are sufficient, but not excessive; and
  - The need for continued support of a robust Medium Term Financial Plan.

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

*a) Prior Year Commitments (£12.127M as at 31st March 2017)*

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

This has identified, that of the £12.127M earmarked, a sum of **£0.598M** can be released from these reserves.

*b) Financial Management and Human Resources Risk Management (£34.519M as at 31st March 2017)*

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

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

In light of this, it is proposed that a sum of **£7.352M** can be released from this reserve.

*c) Insurance Reserve (£13.320M as at 31<sup>st</sup> March 2017)*

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

Following review, it is proposed that a sum of **£2.000M** can be released from this reserve (following the £2.315M released in November 2017).

- 5.4** The total amount of reserves therefore which have been identified to be released amounts to **£9.950M**.

- 5.5** The Section 151 Officer is content that releasing the above resource does not compromise our financial standing. As such, Cabinet have carefully considered the options available around the use of the resources identified above. A key consideration continues to be supporting the delivery of the Council's Corporate Plan 2016 – 2020 and the strategic outline capital investment programme of in excess of £300M over the next 5 years over and above the recurring Capital Programme, as agreed by Cabinet on the 25<sup>th</sup> January 2018.

- 5.6 Accordingly, the Cabinet believe that the most appropriate use of these one off resources is to invest in our infrastructure and to support the aspirations and priorities of the Corporate Plan as presented in the report referenced above.
- 5.7 In being able to support the above objectives, Cabinet have identified the following specific areas which it is proposed that Council agree can be invested in:

<b>Investment Priority</b>	<b>£M</b>
Town Centre Regeneration	0.100
Highways & Roads	2.888
Structures	1.500
Making Better Use/Traffic Developments	0.500
Tonypandy Town Centre	1.500
Mountain Ash Cross Valley Link	0.750
Schools	0.500
Extra Care	2.000
Play Areas	0.500
Parks & Green Spaces	0.600
Rhondda Fach Leisure Centre	1.000
<b>Total Investment</b>	<b>11.838</b>
Welsh Government Grant – Road Refurbishment (Provisional and subject to formal offer)	(1.888)
<b>Total Council Investment</b>	<b>9.950</b>

- 5.8 Welsh Government has made an additional capital grant available for road refurbishment. The provisional amount is included above and is subject to a formal offer being received from WG. This grant can be used flexibly between 2017/18 and 2018/19 and, if approved, it is therefore planned to use this to supplement the Council's investment priorities.
- 5.9 Further details on the investments proposed in paragraph 5.7 are included in section 6.

## **6.0 THE THREE YEAR CAPITAL PROGRAMME 2018/19 – 2020/21**

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

### **CORPORATE AND FRONTLINE SERVICES GROUP. CHIEF EXECUTIVE'S DIVISION AND CORPORATE INITIATIVES**

- 6.2 The latest projections show expected full year capital spend of £30.971M for Corporate and Frontline Services, the Chief Executive's Division and Corporate Initiatives in 2017/18.

- 6.3** The total resources for 2018/19, as outlined in the proposed three-year Capital Programme is £68.326M (of which £27.914M relates to Corporate and Frontline Services, £1.044M to Corporate Initiatives and £39.368M to the Chief Executive's Division).

### **CORPORATE AND FRONTLINE SERVICES**

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

- Highways Infrastructure - £2.888M
- Structures - £1.500M
- Transport Infrastructure - £2.750M (Making Better Use/Traffic Developments, Tonypanyd Town Centre and Mountain Ash Cross Valley Link)

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

### **HIGHWAYS, TRANSPORTATION & STRATEGIC PROJECTS**

#### **Highways Technical Services**

- 6.5** A budget for 2018/19 of £11.772M has been allocated to the next phase of the Council's Highways Improvement programme and in doing so supports one of the Council's current Corporate Plan Priorities: 'Place – creating neighbourhoods where people are proud to live and work. Schemes comprise:
- Road surface treatments and resurfacing – £4.028M;
  - Car park improvements – £0.100M;
  - Major repairs to structures such as bridges and walls – £7.394M;
  - Street lighting replacement and upgrades – £0.250M.

#### **Strategic Projects**

- 6.6** A budget for 2018/19 of £11.879M has been allocated to Strategic Projects for major transportation infrastructure schemes and to extend and enhance the programme of pinch-point and highways network improvement projects as well as road safety, traffic management and drainage improvements. Schemes comprise:
- WG Local Transport Network Fund which includes the A4119 dualling at Stinkpot Hill – £1.000M;
  - Safe Routes in the Community – £0.100M;
  - Transportation Infrastructure which includes Park & Ride schemes, Mountain Ash Cross Valley Link, Llanharan Bypass, Tonypanyd Town Centre and the Making Better Use programme – £10.339M;
  - Traffic Management – £0.205M;
  - Drainage Improvements – £0.235M.

- 6.7** In recent years a number of grants have been made available by WG for delivery of projects on the transportation network. These include Transport Grant, Local Transport Fund, Road Safety Grant, Safe Routes to School Grant and Flood Alleviation Schemes. Guidance has been issued and bids are required to be submitted at the end of January/early February for 2018/19 funding. It is anticipated that available grants will be confirmed during March 2018.
- 6.8** Given the timing of external funding approval processes, it will be necessary to maintain flexibility of funding across individual schemes in order to ensure the most efficient delivery of the overall programme.
- 6.9** A supplementary report on the detail of proposed schemes for Highways, Transportation & Strategic Projects will be presented to Cabinet shortly.

## **FLEET**

- 6.10** The 3 year rolling programme for replacement vehicles continues. The 3 year allocation is £10.156M. This service area is subject to ongoing assessment and continuous review of requirements.

## **CHIEF EXECUTIVE'S**

- 6.11** As identified in 5.7 additional investment has been provided in the Chief Executive's Division in the following area:
- Town Centre Regeneration – £0.100M

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

## **REGENERATION AND PLANNING**

- 6.12** The Council's Capital Programme continues to provide a long term funding commitment to the economic regeneration of the County Borough and in doing so supports one of the Council's Corporate Plan Priorities: 'Economy – Building a strong economy'.
- 6.13** In addition to the above, sustained investment has been maintained across a range of funding streams, supported by external funding and the Corporate Plan Investment Priorities. This has enabled a wide range of regeneration activity to be delivered to benefit the local economy.

- 6.14** The Council will continue to work with partners to develop and progress exciting and innovative schemes such as:
- Redevelopment of Taff Vale site;
  - Pontypridd YMCA – Redeveloping the YMCA to be fit for the future as a community centre for creative arts facilitating social enterprise, training opportunities and community involvement;
  - Townscape Enhancements – a targeted approach to upgrading town centre buildings for increased business and commercial use and continuing to improve the quality of the townscape providing business investment and employment growth;
  - Strategic Opportunity Areas – a number of Strategic Opportunity Areas have been developed to deliver economic growth and job creation in Rhondda Cynon Taf. These areas are:
    - Cynon Gateway – Energising the Region;
    - The Wider Pontypridd, Treforest – Edge of the City, heart of the Region;
    - Pontypridd Town – Pivotal in the Region;
    - A4119 Corridor – Regional Rhondda Gateway;
    - Llanilid on the M4 – Driving the Regional Economy.
- 6.15** 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.

#### **PRIVATE SECTOR HOUSING**

- 6.16** This programme comprises the following schemes, and in doing so contributes to the Council's current Corporate Plan Priorities: 'People – Promoting independence and positive lives for everyone':
- Disabled Facilities Grants, Maintenance Repair Assistance Grants and Renovation Grants in Exceptional Circumstances;
  - Community Regeneration budget which provides grants to support a number of initiatives underpinning the affordable warmth and energy efficiency agenda and the Housing and Health Action Area (Tylorstown);
  - Empty Property Grant Scheme includes an additional allocation of £1.500M, as agreed by Council on 17th January 2018.

#### **CORPORATE INITIATIVES**

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

#### **EDUCATION AND LIFELONG LEARNING DIRECTORATE**

- 6.18** The latest projections show expected full year capital spend of £62.388M for Education and Lifelong Learning in 2017/18.

**6.19** The total resources available to Education and Lifelong Learning for 2018/19, as outlined in the proposed three-year Capital Programme is £43.209M.

**6.20** As identified in 5.7 additional investment has been provided in Education and Lifelong Learning in the following area:

- Schools – £0.500M

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

## **SCHOOLS**

**6.21** The Council will continue to deliver and support its long term strategic investment programme of modernisation to create school environments that meet the needs of our communities and provide the best learning provision and outcomes for young people and the wider community. The programme of capital investment is supported with Council funding and the WG long term strategic '21st Century Schools and Capital Investment Programme'. The following key school projects are either in progress or planned, and are included in the overall strategic programme and include a combination of refurbishments, remodelling, demolitions and new buildings:

- Porth Community School – a new 3-16 school with improved on-site traffic management. Completion is due in summer 2018;
- Tonyrefail Community School – a new 3-19 school with improved external sports facilities, including a new 3G pitch at the adjacent leisure centre. Completion is due in spring 2019;
- Ysgol Nantgwyn (Tonypandy Community School) – a new 3-16 school with improved external sports facilities including a new 3G pitch. Completion is due in spring 2019.
- Treorchy Comprehensive School – a new science block and remodelling to expand sixth form provision due for completion in December 2018 and improved on-site access and parking due for completion in spring 2019;
- Tonyrefail Primary School – improved accommodation for YGG Tonyrefail due for completion in October 2018;
- Llwynceilyn Infants School and YGG Llwynceilyn – create improved, and extended facilities to YGG Llwynceilyn due for completion September 2018;
- Ferndale Community 11-16 School – minor remodelling and refurbishment including improved school access. Work will commence in July 2018 and be completed by March 2019;
- Cymmer Primary School – improvements to existing buildings and on-site traffic management. The junior block is due for completion October 2018, with the remainder of the project due for completion spring 2019.
- Cwmaman Community Primary School – a new 3-11 school on a new site to replace the former Cwmaman Infants School and Glynhafod Junior School. There will also be a new play area, multi surfaced games area for use by pupils and the wider community and also improved flood prevention works for Cwmaman. Due for completion summer 2018.

## **PLANNED MINOR CAPITAL WORKS**

- 6.22** The planned minor capital works programme allocation for 2018/19 is £6.876M. The allocation includes an on-going rolling programme for kitchen refurbishments/remodelling, window & door replacements, essential works, electrical rewiring, fire alarm upgrades, toilet refurbishments, Equalities Act/compliance works, condition surveys, boiler replacement, roof renewal, improvements to schools, asbestos remediation works and capitalisation of IT hardware/software & licences.
- 6.23** As part of the kitchen refurbishment/remodelling programme a one off capital investment of £0.180M will be made for Ynyshir Central Kitchen to support the proposed operational changes to the Community Meals Service as agreed by Cabinet on 25th January 2018.
- 6.24** A supplementary report detailing proposals of works for consideration within the above mentioned programme will be presented to Cabinet shortly.

## **COMMUNITY AND CHILDREN'S SERVICES**

- 6.25** The latest projections show expected full year capital spend of £14.080M for Community and Children's Services in 2017/18.
- 6.26** The total resources available to Community and Children's Services for 2018/19, as outlined in the proposed three year Capital Programme, is £7.043M.
- 6.27** As identified in 5.7 additional investment has been provided in Community and Children's Services in the following areas:
- Extra Care Facilities - £2.000M
  - Play Areas - £0.500M
  - Parks & Green Spaces - £0.600M
  - Rhondda Fach Leisure Centre - £1.000M

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

## **DIRECT SERVICES, BUSINESS AND HOUSING**

- 6.28** The programme for Direct Services, Business and Housing includes a budget of £3.550M in 2018/19. 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 are additional costs associated with Telecare Services.
- 6.29** Included in this budget is a one-off funding contribution of £1.000M to convert Penllew Court, an existing sheltered housing scheme for older people in Aberdare, owned by Cynon Taf Housing Association, into new supported living accommodation for people with a learning disability as approved by Cabinet on 25th January 2018.

- 6.30** These investments will support one of the Council's current Corporate Plan Priorities: 'People – Promoting independence and positive lives for everyone'.

### **PUBLIC HEALTH AND PROTECTION**

- 6.31** The Public Health and Protection programme has a budget of £3.493M in 2018/19. This budget is allocated across the ongoing rolling programmes for Parks Improvements, Cemeteries and Community Safety measures. Also included in this budget is an allocation for investment and improvement works at Leisure Centres and Play Areas. These areas of investment support one of the Council's current Corporate Plan Priorities: 'Place – Creating neighbourhoods where people are proud to live and work'.

## **7.0 CONCLUSIONS**

- 7.1** The three year Capital Programme is a key component of the overall Medium Term Financial Planning and Resources Strategy for this Council. Targeted capital investment can make a significant impact on service delivery and used effectively, is able to underpin the Council's Corporate Plan Priorities, where relevant.
- 7.2** This report sets out the capital investment priorities for the Council through to March 2021. It represents an ambitious and significant level of investment (£180.248M) over the next 3 years.
- 7.3** The programme includes some element of slippage identified throughout 2017/18, but this is subject to change when final spend for the capital programme is known and the 2017/18 accounts are finalised. Any changes to slippage will be reported to Members in the quarterly performance reports.
- 7.4** This report has also identified the opportunity to invest £9.950M of additional resources in our local area including our own assets in order to improve the services which are available to our residents.
- 7.5** Inevitably as the year progresses, changes will be made to the programme, for example where new schemes can be supported by specific grants. Approval from Members will be sought as these opportunities arise throughout 2018/19.

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## **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 238,179 living in the area. The County Borough Council occupies an area of 424 Sq km, in the South Wales Valleys stretching from the Brecon Beacons in the North to Cardiff in the South.

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

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

Education and Inclusion Services	Providing support services to schools, Access and Inclusion, School Admissions and Governance, Attendance and Wellbeing, 21 <sup>st</sup> Century Schools, Asset and Data Management, Catering Services and school improvement support and challenge in partnership with Central South Consortium.
Community & Children's Services	Providing Community Care Services, Community Housing Services, Health and Social Care, Children's Services, Public Health & Protection, Leisure, Parks and Countryside, Visitor Attractions & Heritage, Community Learning Services, Libraries, Welsh Language Services, Youth Engagement & Participation and Employment Programmes.

Corporate & Frontline Services

Providing the frontline services of Highways, Transport and Strategic Projects, Streetcare Services (including Waste and Street Cleansing), Customer Care, Housing Benefit and Council Tax administration together with key support services of Finance, ICT, Corporate Estates Management and Procurement.

Chief Executive's Division

Providing the Authority wide functions of Human Resources, Cabinet & Public Relations, Legal & Democratic Services and Regeneration & Planning Services.

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**BUDGET**  
**2018/19**  
**SUMMARY**

## **AUTHORITY WIDE BUDGET SUMMARY**

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

### **Revenue Expenditure**

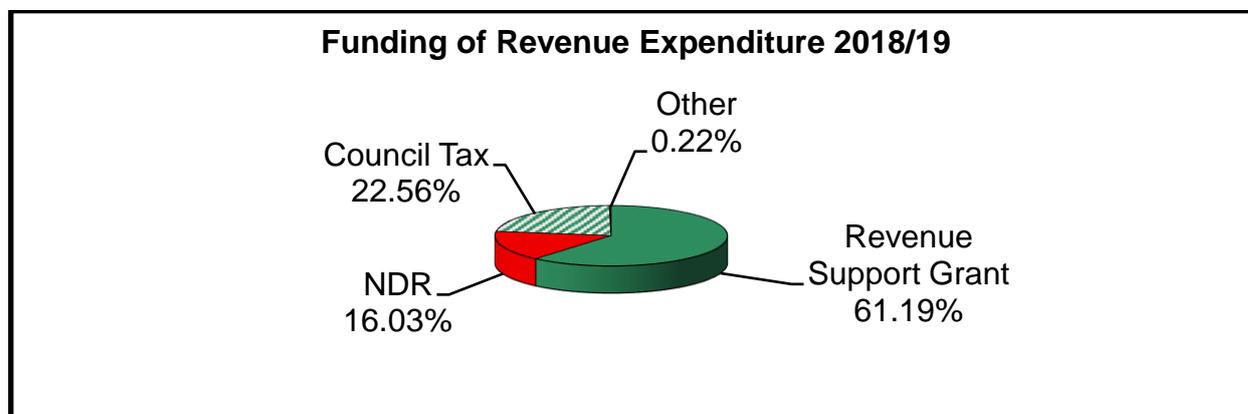
The final Local Government settlement figures for 2018/19, after adjusting for transfers of expenditure responsibilities, saw an increase in Revenue Support Grant (RSG) and Non-Domestic Rates (NDR) funding of 0.5%. With a Council Tax increase of 3.3%, the Council's Net Revenue Budget for 2018/19 was set at £471.600M.

The total amount to be collected from Council Tax payers to support the Council's expenditure is £106.402M.

### **The 2018/19 Budget Requirement**

	<b>£M</b>
2018/2019 Net Revenue Spending	471.600
<b>LESS:</b> Revenue Support Grant & NDR Contribution	(364.176)
<b>Sub total</b>	<b>107.424</b>
<b>LESS:</b> Release of Earmarked Reserves	(1.022)
<b>To be met from Council Taxpayers</b>	<b>106.402</b>

This is further illustrated in the chart below.



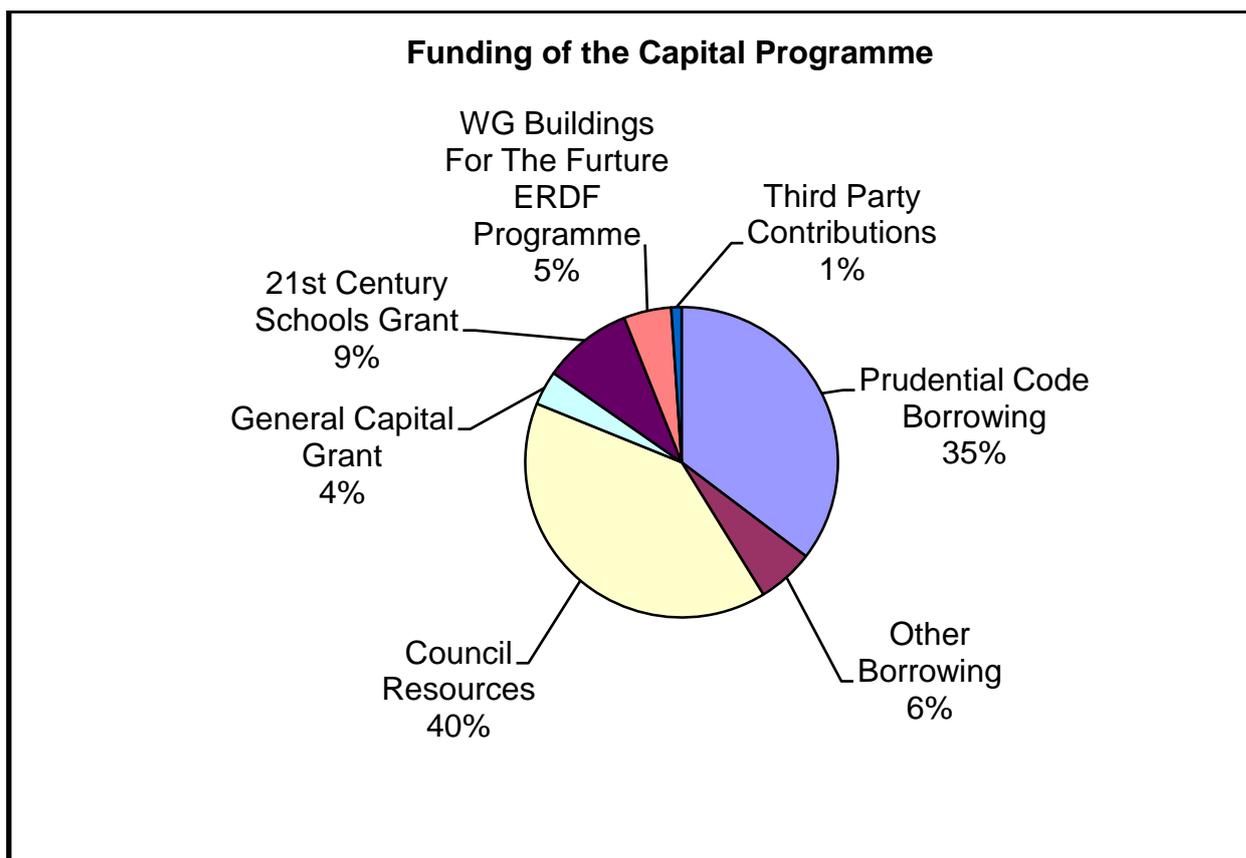
Further details on the Council's Budget can be found on the following pages.

### Capital Expenditure

The funding of the Capital Programme for 2018/19 is detailed in the table below.

	£M
Prudential Code Borrowing	41.928
Other Borrowing	6.972
Council Resources	47.343
General Capital Grant (Welsh Government)	4.242
21st Century Schools Grant (Welsh Government)	11.005
WG Building For The Future ERDF Programme	5.827
Third Party Contributions	1.261
<b>2018/19 Capital Programme</b>	<b>118.578</b>

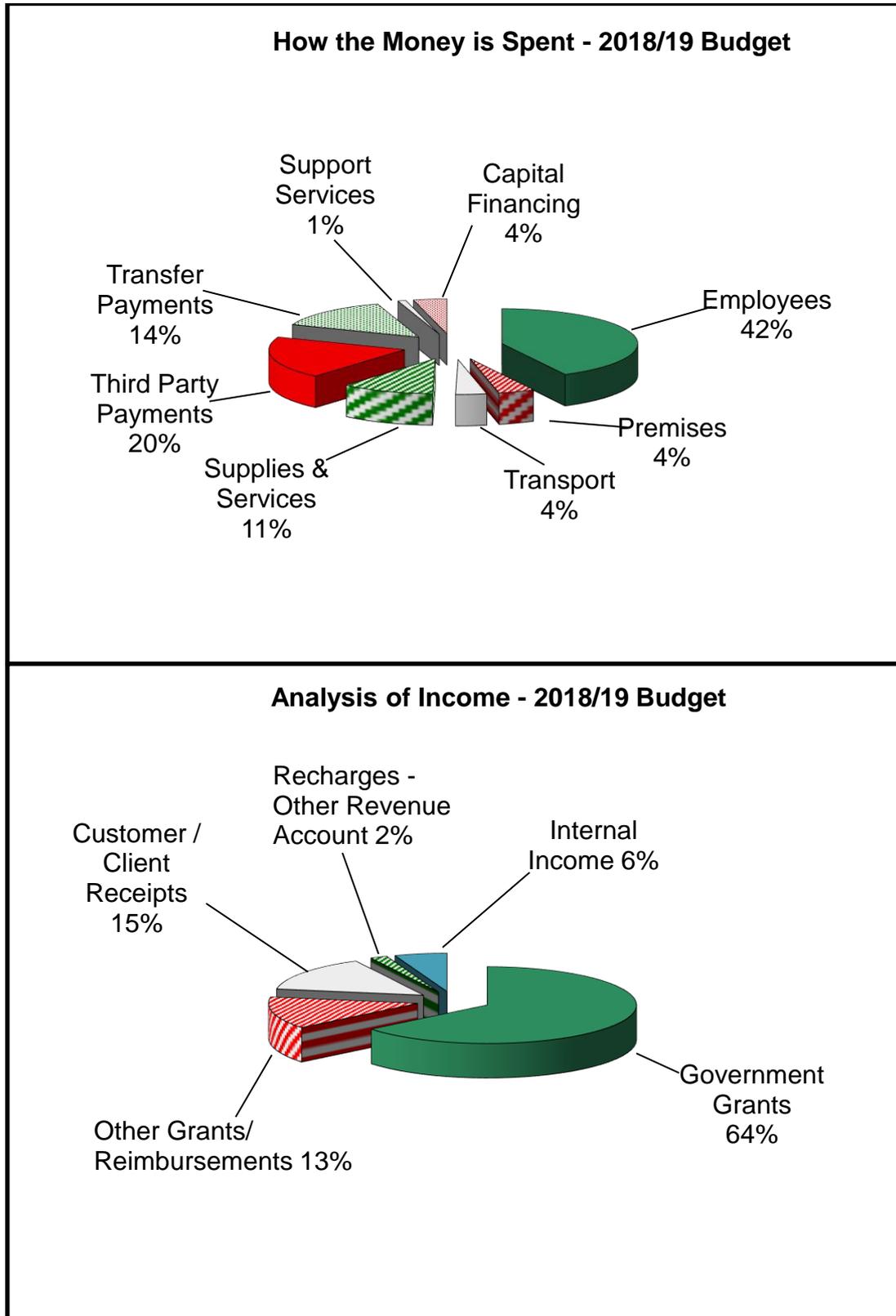
This is further illustrated in the chart below.



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 2018/19 amounts to £471.600M. Gross expenditure is estimated at £677.330M and this is analysed by expenditure type in the chart below.



**GENERAL FUND REVENUE : TYPE OF SPEND**

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
113.272	Burnham	112.500
32.622	NJC Manual Workers	34.465
1.199	JNC Blind Workshops	0.809
121.130	NJC APT&C	124.694
1.809	Soulbury	1.779
4.413	JNC Chief Officers	4.691
0.312	JNC Youth Leaders	0.012
7.296	Other	7.711
<b>282.053</b>		<b>286.661</b>
	<b><u>Premises</u></b>	
7.168	Repairs & Maintenance	7.287
0.647	Maintenance of Grounds	0.636
6.624	Energy	6.095
1.168	Rents	1.157
5.721	Local Tax	6.093
0.712	Water	0.690
6.890	Cleaning/Domestic	6.657
0.264	Insurance	0.270
0.109	Other	0.169
<b>29.303</b>		<b>29.054</b>
	<b><u>Transport</u></b>	
8.382	Direct Transport	8.590
13.658	Contract Hire	13.879
0.601	Public Transport	0.553
1.575	Car Allowances	1.521
0.601	Other	0.448
<b>24.817</b>		<b>24.991</b>
	<b><u>Supplies &amp; Services</u></b>	
17.816	Equipment/Materials/Furniture	16.612
3.565	Communications/Computing	3.410
3.010	Provisions	3.315
1.024	Printing/Stationery	0.947
0.322	Advertising	0.289
0.045	Members Expenses	0.041
11.746	Grants & Subscriptions	11.962
33.661	Services	31.120
5.525	Miscellaneous	5.270
1.922	Other	1.791
<b>78.636</b>		<b>74.757</b>
	<b><u>Third Party</u></b>	
7.613	Rendered by Other Local Authorities	6.545
37.509	Rendered by Voluntary Organisations	38.239
49.745	Rendered by Private Contract	55.751
4.838	Supporting People	4.842

14.961	Foster Care	15.854
8.515	Transport	8.536
0.098	Structural	0.099
0.536	Cyclic	0.535
0.389	Safety Aids	0.397
0.060	Winter Maintenance	0.061
1.860	Street Lighting	1.597
0.012	Highways Drainage	0.013
0.145	Other	0.148
<b>126.281</b>		<b>132.617</b>
	<b><u>Transfer Payments</u></b>	
1.461	School Children/Students	1.483
95.452	Housing Benefits & Council Tax Reduction Scheme	93.907
0.400	NDR Relief	0.400
<b>97.313</b>		<b>95.790</b>
	<b><u>Support Services</u></b>	
6.759	Recharges	6.484
<b>6.759</b>		<b>6.484</b>
	<b><u>Capital Financing</u></b>	
2.972	Other	3.471
23.446	Capital Charges	23.505
<b>26.418</b>		<b>26.976</b>
<b>671.580</b>	<b>Total Expenditure</b>	<b>677.330</b>
	<b><u>Income</u></b>	
-139.363	Government Grants	-131.882
-29.510	Other Grants/Reimbursements	-27.716
-28.961	Customer/Client Receipts	-30.545
-0.176	Interest	-0.146
-3.717	Recharges–Other Revenue Account	-3.766
-10.913	Internal Income	-11.675
<b>-212.640</b>	<b>Total Income</b>	<b>-205.730</b>
<b>458.940</b>	<b>NET REVENUE BUDGET</b>	<b>471.600</b>

**Note**

**Prior year (2017/2018) figures are provided for information. Changes in accounting requirements and functional responsibility can distort comparison between years.**

**GENERAL FUND REVENUE : SERVICES PROVIDED**

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Community &amp; Children's Services</u></b>	
73.850	Adult Services	80.303
44.987	Children's Services	46.011
3.170	Transformation	3.083
16.069	Public Health & Protection	20.751
<b>138.076</b>		<b>150.148</b>
	<b><u>Education &amp; Inclusion Services</u></b>	
30.905	Education & Inclusion Services (Non-Delegated)	26.712
146.950	Delegated Schools	148.819
<b>177.855</b>		<b>175.531</b>
	<b><u>Chief Executive's Division</u></b>	
0.410	Chief Executive	0.399
2.523	Cabinet Office & Public Relations	2.566
3.571	Human Resources	3.704
3.286	Legal & Democratic Services	3.536
2.119	Regeneration & Planning	2.329
<b>11.909</b>		<b>12.534</b>
	<b><u>Corporate &amp; Frontline Services</u></b>	
44.807	Frontline Services	47.816
5.307	Financial Services	5.127
3.854	ICT	4.001
2.065	Customer Care	2.194
4.935	Corporate Estates Management & Procurement	4.521
0.155	Group Management	0.153
<b>61.123</b>		<b>63.812</b>
<b>388.963</b>	<b>Total Group Budgets</b>	<b>402.025</b>
	<b><u>Authority Wide Budgets</u></b>	
19.557	Capital Financing	19.947
11.649	Levies	11.790
14.864	Miscellaneous	13.658
0.400	NDR Relief	0.400
23.507	Council Tax Reduction Scheme	23.780
<b>69.977</b>	<b>Total Authority Wide Budgets</b>	<b>69.575</b>
<b>458.940</b>	<b>TOTAL REVENUE BUDGET</b>	<b>471.600</b>

**THREE YEAR SUMMARY CAPITAL PROGRAMME**

GROUP	BUDGET		
	2018/19	2019/20	2020/21
	£M	£M	£M
<b>Community &amp; Children's Services</b>			
Direct Services, Business & Housing	3.550	0.550	0.550
Public Health & Protection	3.493	0.550	0.550
<b>Education &amp; Inclusion Services</b>			
Schools	36.333	3.491	0.146
Supplementary Capital Programme	6.876	4.900	4.900
<b>Chief Executive's Division</b>			
Regeneration & Planning	31.001	19.121	0.740
Private Sector Housing	8.282	5.368	5.368
Cabinet Office & Public Relations	0.085	0.020	0.020
<b>Corporate &amp; Frontline Services</b>			
Corporate Estates	0.200	0.200	0.200
Financial Services	0.700	0.700	0.700
Highways Technical Services	11.772	1.835	1.835
Strategic Projects	11.879	0.708	0.325
Waste	0.100	0.000	0.000
Fleet	3.163	4.593	2.400
Buildings	0.100	0.100	0.100
Capitalisation of Computer Hardware/Software & Licences	0.500	0.500	0.500
<b>Corporate Budgets</b>			
Corporate Initiatives	1.044	0.850	0.850
<b>TOTAL CAPITAL BUDGET</b>	<b>118.578</b>	<b>42.986</b>	<b>18.684</b>

\* The 2018/2019 budget includes estimated slippage from 2017/2018 and additional grant aided schemes that were known when the three year programme was agreed.

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**COMMUNITY & CHILDREN'S SERVICES**

### **COMMUNITY & CHILDREN'S SERVICES OVERVIEW**

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

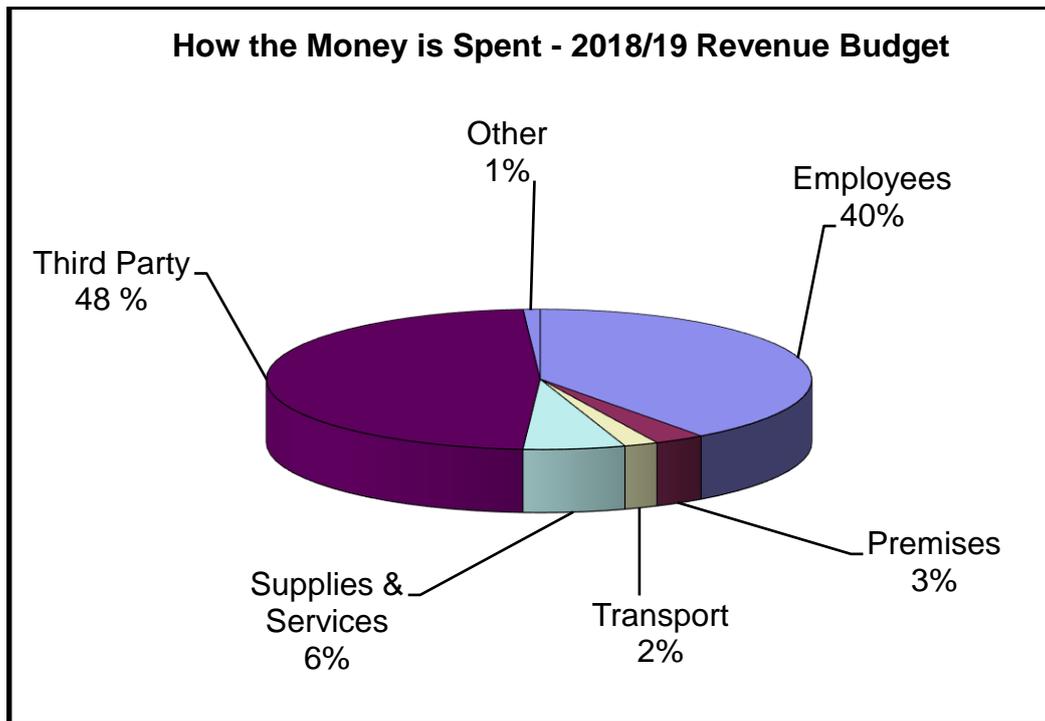
- Adult Care Services.
- Children's Services.
- Transformation.
- Public Health, Protection & Community Services.

A summary of the total resources available for the Community & Children's Services Group in the 2018/19 financial year is as follows:-

	<b>Gross Expenditure</b>	<b>Income</b>	<b>Net Expenditure</b>
	<b>£M</b>	<b>£M</b>	<b>£M</b>
Capital Programme	7.043	0.000	7.043
Revenue	222.915	-72.767	150.148
<b>Total</b>	<b>229.958</b>	<b>-72.767</b>	<b>157.191</b>

## **COMMUNITY & CHILDREN'S SERVICES REVENUE EXPENDITURE**

The Net Revenue Budget for the Community & Children's Services Group for 2018/19 amounts to £150.148M. Gross expenditure is estimated at £222.915M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £72.767M reduces net expenditure to £150.148M. A detailed analysis of how this money will be spent can be found on the subsequent pages within this section.

### **Specific Revenue Grants 2018/19**

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

<b>Award Body</b>	<b>Purpose</b>	<b>Amount £M</b>
Shaw Trust & Working Links	Subsidisation of Employment of Disabled Workers	0.314
Department for Work & Pensions	Housing Benefit Subsidy Bed & Breakfast Scheme	0.100
Welsh Government	Communities First – Legacy Fund	0.916
	Communities 4 Work	1.083
	Communities 4 Work PLUS	1.714
	Inspire 2 Work	0.414
	Families First	2.924
	Flying Start	6.745
	School Effectiveness Grant - Play	0.073
	Social Care Workforce Development Programme	0.556
	Supporting People Grant	9.056
	Youth Crime Prevention Grant	0.426
	Substance Misuse Action Fund	2.646
	Wales Safer Communities Grant	0.067
	General Practitioner (GP) Referral Scheme	0.185
	Intermediate Care Fund (Via LHB)	2.118
	Environment & Sustainable Development Single Revenue Grant	0.036
	Community Learning	0.201
	Youth Support Grant	0.239
Youth Justice Board	Youth Justice Provision	0.400
Police Crime Commissioner	Police and Crime Reduction	0.101
Sports Council for Wales	Grand/Big Splash	0.278
	Dragon Sports Scheme	0.098
	Sports Development	0.583

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

<b>2017/18 Budget £M</b>		<b>2018/19 Budget £M</b>
	<b><u>Employees</u></b>	
17.622	NJC Manual Workers	17.991
1.199	JNC Blind Workshops	0.809
63.711	NJC APT&C	67.162
1.133	JNC Chief Officers	1.188
2.246	Other	2.589
<b>85.911</b>		<b>89.739</b>
	<b><u>Premises</u></b>	
1.662	Repairs & Maintenance	1.681
2.021	Energy	1.942
0.844	Rents	0.827
1.323	Local Tax	1.427
0.525	Water	0.500
1.130	Cleaning/Domestic	0.887
0.025	Other	0.085
<b>7.530</b>		<b>7.349</b>
	<b><u>Transport</u></b>	
1.912	Contract Hire	1.838
1.226	Car Allowances	1.182
0.601	Other	0.448
<b>3.739</b>		<b>3.468</b>
	<b><u>Supplies &amp; Services</u></b>	
5.206	Equipment/Materials/Furniture	5.326
0.900	Communications/Computing	0.789
0.923	Provisions	0.991
0.360	Printing/Stationery	0.298
0.521	Grants & Subscriptions	0.526
3.915	Services	3.520
2.536	Miscellaneous	2.194
0.208	Other	0.262
<b>14.569</b>		<b>13.906</b>
	<b><u>Third Party</u></b>	
6.876	Rendered by Other Local Authorities	5.858
24.297	Rendered by Voluntary Organisations	24.936
49.695	Rendered by Private Contract	55.701
14.961	Foster Care	15.854
4.838	Supporting People	4.842
0.037	Other	0.038
<b>100.704</b>		<b>107.229</b>
	<b><u>Transfer Payments</u></b>	
0.311	School Children/Students	0.316
<b>0.311</b>		<b>0.316</b>
	<b><u>Support Services</u></b>	
0.825	Recharges	0.539
<b>0.825</b>		<b>0.539</b>
	<b><u>Capital Financing</u></b>	
0.369	Other	0.369
<b>0.369</b>		<b>0.369</b>
<b>213.958</b>	<b>Total Expenditure</b>	<b>222.915</b>
	<b><u>Income</u></b>	
-32.884	Government Grants	-31.444
-26.409	Other Grants/Reimbursements	-24.669
-14.876	Customer/Client Receipts	-14.831
-1.713	Internal Income	-1.823
<b>-75.882</b>	<b>Total Income</b>	<b>-72.767</b>
<b>138.076</b>	<b>NET COMMUNITY &amp; CHILDREN'S SERVICES BUDGET</b>	<b>150.148</b>

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

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Adult Services</u></b>	
5.826	Long Term Care & Support	6.191
40.769	Commissioned Services	47.359
17.110	Provider Services	18.237
9.571	Short Term Intervention	8.829
-3.181	Fairer Charging	-3.396
3.755	Management, Safeguarding & Support Services	3.083
<b>73.850</b>		<b>80.303</b>
	<b><u>Children's Services</u></b>	
1.008	Cwm Taf Youth Offending Service	0.973
4.613	Early Intervention	4.986
10.430	Intensive Intervention	10.816
26.786	Safeguarding & Support (Inc. Children Looked After)	27.193
2.150	Management & Support Services	2.043
<b>44.987</b>		<b>46.011</b>
	<b><u>Transformation</u></b>	
1.116	Service Improvement	1.055
0.421	Purchasing & Commissioning	0.489
0.765	Regional Training Unit	0.726
0.868	Group & Transformation Management	0.813
<b>3.170</b>		<b>3.083</b>
	<b><u>Public Health, Protection &amp; Community Services</u></b>	
4.118	Public Protection	3.964
9.994	Leisure, Parks & Countryside and Community Facilities	9.103
0.996	Community Housing Services	1.431
0.000	Commissioning	0.523
0.000	Community Services	3.292
0.000	Community Wellbeing & Resilience	2.174
0.855	Communities and Prosperity	0.000
0.106	Group Directorate	0.264
<b>16.069</b>		<b>20.751</b>
<b>138.076</b>	<b>TOTAL COMMUNITY &amp; CHILDREN'S SERVICES BUDGET</b>	<b>150.148</b>

## **Adult Services**

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

### **Long Term Care & Support**

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

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

### **Commissioned & Provider Services**

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

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

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

### **Short Term Intervention**

A short term intervention service comprising of:

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

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

### **Fairer Charging**

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

### **Management, Safeguarding and Support Services**

- Safeguarding Services.
- Support Services.

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

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
14.226	NJC Manual Workers	14.475
1.199	JNC Blind Workshops	0.809
23.618	NJC APT&C	23.214
0.250	JNC Chief Officers	0.257
1.026	Other	0.904
<b>40.319</b>		<b>39.659</b>
	<b><u>Premises</u></b>	
0.438	Repairs & Maintenance	0.426
0.712	Energy	0.661
0.584	Rents	0.504
0.105	Local Tax	0.094
0.161	Water	0.162
0.520	Cleaning/Domestic	0.486
0.006	Other	0.006
<b>2.526</b>		<b>2.339</b>
	<b><u>Transport</u></b>	
0.933	Contract Hire	0.909
0.580	Car Allowances	0.553
0.173	Other	0.092
<b>1.686</b>		<b>1.554</b>
	<b><u>Supplies &amp; Services</u></b>	
3.883	Equipment/Materials/Furniture	3.491
0.290	Communications/Computing	0.210
0.711	Provisions	0.779
0.176	Printing/Stationery	0.137
0.009	Grants & Subscriptions	0.008
0.388	Services	0.385
0.870	Miscellaneous	0.535
0.064	Other	0.060
<b>6.391</b>		<b>5.605</b>
	<b><u>Third Party</u></b>	
1.391	Rendered by Other Local Authorities	1.431
16.510	Rendered by Voluntary Organisations	17.570
41.723	Rendered by Private Contract	47.033
0.017	Other	0.017
<b>59.641</b>		<b>66.051</b>
	<b><u>Support Services</u></b>	
0.201	Recharges	0.201
<b>0.201</b>		<b>0.201</b>
<b>110.764</b>	<b>Total Expenditure</b>	<b>115.409</b>
	<b><u>Income</u></b>	
-6.673	Government Grants	-6.509
-25.164	Other Grants/Reimbursements	-23.416
-4.290	Customer/Client Receipts	-4.184
-0.787	Internal Income	-0.997
<b>-36.914</b>	<b>Total Income</b>	<b>-35.106</b>
<b>73.850</b>	<b>NET ADULT SERVICES BUDGET</b>	<b>80.303</b>

## **Children's Services**

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

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

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

### **Cwm Taf Youth Offending Service**

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

### **Early Intervention**

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

### **Intensive Intervention**

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

### **Safeguarding and Support**

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

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

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

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

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.137	NJC Manual Workers	0.096
20.193	NJC APT&C	20.961
0.336	JNC Chief Officers	0.345
0.484	Other	0.450
<b>21.150</b>		<b>21.852</b>
	<b><u>Premises</u></b>	
0.083	Repairs & Maintenance	0.071
0.109	Energy	0.088
0.155	Rents	0.164
0.085	Local Tax	0.092
0.019	Water	0.017
0.191	Cleaning/Domestic	0.136
0.004	Other	0.063
<b>0.646</b>		<b>0.631</b>
	<b><u>Transport</u></b>	
0.470	Contract Hire	0.470
0.448	Car Allowances	0.417
0.051	Other	0.050
<b>0.969</b>		<b>0.937</b>
	<b><u>Supplies &amp; Services</u></b>	
0.183	Equipment/ Materials/Furniture	0.271
0.133	Communications/Computing	0.087
0.116	Provisions	0.110
0.060	Printing/Stationery	0.046
0.067	Grants & Subscriptions	0.064
1.240	Services	1.032
0.432	Miscellaneous	0.328
0.019	Other	0.019
<b>2.250</b>		<b>1.957</b>
	<b><u>Third Party</u></b>	
2.586	Rendered by Other Local Authorities	2.531
3.928	Rendered by Voluntary Organisations	3.970
7.654	Rendered by Private Contract	8.191
14.961	Foster Care	15.854
<b>29.129</b>		<b>30.546</b>
	<b><u>Transfer Payments</u></b>	
0.311	School Children/Students	0.316
<b>0.311</b>		<b>0.316</b>
	<b><u>Support Services</u></b>	
0.225	Recharges	0.220
<b>0.225</b>		<b>0.220</b>
<b>54.680</b>	<b>Total Expenditure</b>	<b>56.459</b>
	<b><u>Income</u></b>	
-8.290	Government Grants	-8.973
-0.647	Other Grants/Reimbursements	-0.654
-0.704	Customer/Client Receipts	-0.715
-0.052	Internal Income	-0.106
<b>-9.693</b>	<b>Total Income</b>	<b>-10.448</b>
<b>44.987</b>	<b>NET CHILDREN'S SERVICES BUDGET</b>	<b>46.011</b>

## **Transformation**

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

The Support services provided by this Division are as follows:

### **Service Improvement**

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

### **Purchasing and Commissioning**

- Purchasing and Commissioning team
- Contract management and monitoring

### **Regional Training Unit**

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

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

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
2.803	NJC APT&C	2.928
0.153	JNC Chief Officers	0.158
<b>2.956</b>		<b>3.086</b>
	<b><u>Premises</u></b>	
0.030	Rents	0.031
0.030	Cleaning/Domestic	0.018
<b>0.060</b>		<b>0.049</b>
	<b><u>Transport</u></b>	
0.029	Car Allowances	0.028
0.006	Other	0.006
<b>0.035</b>		<b>0.034</b>
	<b><u>Supplies &amp; Services</u></b>	
0.042	Equipment/ Materials/Furniture	0.036
0.158	Communications/Computing	0.145
0.028	Provisions	0.029
0.022	Printing/Stationery	0.019
0.014	Grants & Subscriptions	0.014
0.284	Services	0.277
0.111	Miscellaneous	0.105
0.005	Other	0.005
<b>0.664</b>		<b>0.630</b>
	<b><u>Third Party</u></b>	
0.165	Rendered by Other Local Authorities	0.060
0.067	Rendered by Voluntary Organisations	0.122
0.313	Rendered by Private Contract	0.192
<b>0.545</b>		<b>0.374</b>
	<b><u>Support Services</u></b>	
0.017	Recharges	0.017
<b>0.017</b>		<b>0.017</b>
<b>4.277</b>	<b>Total Expenditure</b>	<b>4.190</b>
	<b><u>Income</u></b>	
-0.556	Government Grants	-0.556
-0.493	Other Grants/Reimbursements	-0.493
-0.058	Internal Income	-0.058
<b>-1.107</b>	<b>Total Income</b>	<b>-1.107</b>
<b>3.170</b>	<b>NET TRANSFORMATION BUDGET</b>	<b>3.083</b>

## **Public Health, Protection & Community Services**

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

### **Public Protection**

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

### **Leisure, Parks & Countryside and Community Facilities**

- Leisure, Sports Centres & Community Centres
- Leisure Strategy
- Area Parks
- Parks and Amenities (including Playgrounds)
- Countryside and Environment
- Bereavement Services
- Registration Services
- Heritage & Visitor Attractions

### **Community Housing Services**

- Homelessness and Housing Options
- Domestic Violence & The Oasis Centre
- Supporting People
- Private Sector Housing Enforcement

### **Commissioning**

- Commissioning (Funding Flexibilities, Families First, Flying Start, Substance Misuse)

### **Community Services**

- Libraries
- Adult Education
- Welsh language Translation
- Employment Programmes
- Essential Skills & Independent Learning
- ESF Programme Management

### **Community Well-being & Resilience**

- Youth Engagement & Participation
- Youth Support Services

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

2017/18 Budget		2018/19 Budget
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
3.259	NJC Manual Workers	3.420
17.097	NJC APT&C	20.059
0.394	JNC Chief Officers	0.428
0.736	Other	1.235
<b>21.486</b>		<b>25.142</b>
	<b><u>Premises</u></b>	
1.141	Repairs & Maintenance	1.184
1.200	Energy	1.193
0.075	Rents	0.128
1.133	Local Tax	1.241
0.345	Water	0.321
0.389	Cleaning/Domestic	0.247
0.015	Other	0.016
<b>4.298</b>		<b>4.330</b>
	<b><u>Transport</u></b>	
0.509	Contract Hire	0.459
0.169	Car Allowances	0.184
0.371	Other	0.300
<b>1.049</b>		<b>0.943</b>
	<b><u>Supplies &amp; Services</u></b>	
1.098	Equipment/Materials/Furniture	1.528
0.319	Communications/Computing	0.347
0.068	Provisions	0.073
0.102	Printing/Stationery	0.096
0.431	Grants & Subscriptions	0.440
2.003	Services	1.826
1.123	Miscellaneous	1.226
0.120	Other	0.178
<b>5.264</b>		<b>5.714</b>
	<b><u>Third Party</u></b>	
2.734	Rendered by Other Local Authorities	1.836
3.792	Rendered by Voluntary Organisations	3.274
0.005	Rendered by Private Contract	0.285
4.838	Supporting People	4.842
0.020	Other	0.021
<b>11.389</b>		<b>10.258</b>
	<b><u>Support Services</u></b>	
0.382	Recharges	0.101
<b>0.382</b>		<b>0.101</b>
	<b><u>Capital Financing</u></b>	
0.369	Other	0.369
<b>0.369</b>		<b>0.369</b>
<b>44.237</b>	<b>Total Expenditure</b>	<b>46.857</b>
	<b><u>Income</u></b>	
-17.365	Government Grants	-15.406
-0.105	Other Grants/Reimbursements	-0.106
-9.882	Customer/Client Receipts	-9.932
-0.816	Internal Income	-0.662
<b>-28.168</b>	<b>Total Income</b>	<b>-26.106</b>
<b>16.069</b>	<b>NET PUBLIC HEALTH, PROTECTION &amp; COMMUNITY SERVICES BUDGET</b>	<b>20.751</b>

**COMMUNITY & CHILDREN'S SERVICES THREE YEAR CAPITAL PROGRAMME**

	<b>BUDGET</b>		
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£M</b>	<b>£M</b>	<b>£M</b>
<b><u>Direct Services, Business &amp; Housing</u></b>			
Modernisation Programme (Adults)	3.255	0.255	0.255
Modernisation Programme (Children's)	0.050	0.050	0.050
Asbestos Remediation	0.045	0.045	0.045
Telecare Equipment (including Carelink Equipment)	0.200	0.200	0.200
<b>Total Direct Services, Business and Housing</b>	<b>3.550</b>	<b>0.550</b>	<b>0.550</b>
<b><u>Public Health &amp; Protection</u></b>			
Leisure Centre Refurbishment Programme	1.415	0.090	0.090
Parks & Countryside	0.765	0.110	0.110
Play Areas	0.585	0.050	0.050
Cemeteries Planned Programme	0.508	0.135	0.135
Community Safety Initiatives	0.130	0.075	0.075
Buildings	0.090	0.090	0.090
<b>Total Public Health &amp; Protection</b>	<b>3.493</b>	<b>0.550</b>	<b>0.550</b>
<b>TOTAL COMMUNITY &amp; CHILDREN'S SERVICES BUDGET</b>	<b>7.043</b>	<b>1.100</b>	<b>1.100</b>

\* The 2018/2019 budget includes estimated slippage from 2017/2018 and additional grant aided schemes that were known when the three year programme was agreed.

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**EDUCATION & INCLUSION SERVICES**

## **EDUCATION & INCLUSION SERVICES**

The agreed priorities over the next year are to:

- Further develop Leadership, Management and Governance to Improve Outcomes
- Develop Strong and Inclusive Schools committed to excellence, equity and wellbeing
- Provide a 21st Century learning environment
- Transform our services to ensure that they are fit for the future

There are two main areas of service:

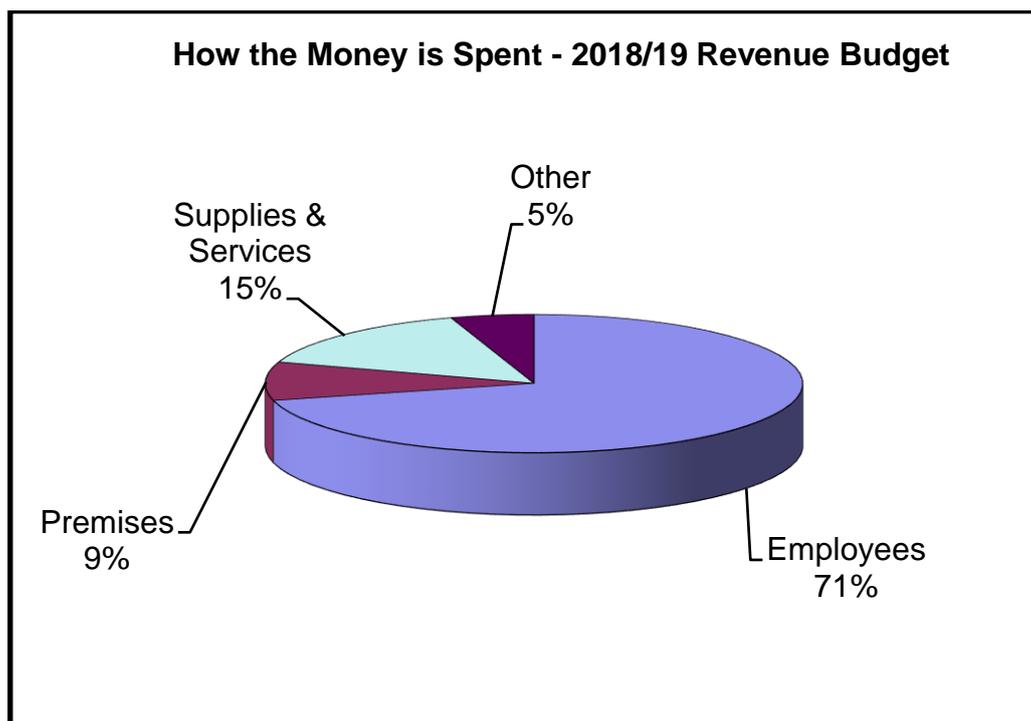
- Delegated Schools
- Education & Inclusion Services (Non-Delegated)

A summary of the total resources available to Education & Inclusion Services in the 2018/19 financial year is as follows:

	<b>Gross Expenditure</b>	<b>Income</b>	<b>Net Expenditure</b>
	<b>£M</b>	<b>£M</b>	<b>£M</b>
Capital Programme	43.209	-0.000	43.209
General Fund Revenue	200.950	-25.419	175.531
<b>Total</b>	<b>244.159</b>	<b>-25.419</b>	<b>218.740</b>

### **EDUCATION & INCLUSION SERVICES REVENUE EXPENDITURE**

The Education & Inclusion Services Net Revenue Budget for 2018/19 amounts to £175.531M. Gross expenditure is estimated at £200.950M and this is analysed by expenditure type in the chart below.



Income received of £-25.419M reduces net expenditure to £175.531M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

**Specific Revenue Grants 2018/19**

The table below identifies the main areas of expenditure funded by specific revenue grants, which are included within gross expenditure / income figures as appropriate.

<b>Award Body</b>	<b>Purpose</b>	<b>Amount £M</b>
Welsh Government	Post-16 Provision in Schools	9.611
	Education Improvement Grant (EIG) Delegated to Schools	8.884
	Education Improvement Grant (EIG) Administration	0.018
	Education Improvement Grant (EIG) Foundation Phase Non Maintained	0.110
	Pupil Development Grant (estimate)	7.421
	Early Years PDG (estimate)	1.026
	Nursery Childcare Administration	0.083
	Nursery Childcare (estimate)	0.380
	ALN Transformation Grant (estimate)	0.182
	Period Poverty Grant	0.018
	Reduction in Infant Class Sizes Grant	0.282
	Out of School Childcare Grant	0.165
	Small and Rural Schools Grant (estimate)	0.134
	Schools Business Manager Grant	0.028
	Schools Based Supply Cluster Grant	0.072
Rural Payments Agency	Infant Milk (Estimate)	0.450

**GENERAL FUND REVENUE****EDUCATION & INCLUSION SERVICES: TYPE OF SPEND**

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
113.272	Burnham	112.500
5.035	NJC Manual Workers	5.219
22.975	NJC APT&C	21.634
1.809	Soulbury	1.779
0.396	JNC Chief Officers	0.344
0.312	JNC Youth Leaders	0.012
2.299	Other	2.577
<b>146.098</b>		<b>144.065</b>
	<b><u>Premises</u></b>	
4.152	Repairs & Maintenance	4.403
0.626	Maintenance of Grounds	0.614
3.514	Energy	3.190
0.034	Rents	0.041
3.003	Local Tax	3.240
0.048	Water	0.047
5.515	Cleaning/Domestic	5.524
0.264	Insurance	0.270
<b>17.156</b>		<b>17.329</b>
	<b><u>Transport</u></b>	
0.051	Direct Transport	0.031
0.170	Contract Hire	0.153
0.003	Public Transport	0.001
0.127	Car Allowances	0.108
<b>0.351</b>		<b>0.293</b>
	<b><u>Supplies &amp; Services</u></b>	
9.031	Equipment/Materials/Furniture	7.768
0.116	Communications/Computing	0.046
2.051	Provisions	2.284
0.072	Printing/Stationery	0.039
0.015	Advertising	0.000
10.828	Grants & Subscriptions	11.057
8.557	Services	7.547
1.570	Other	1.383
<b>32.240</b>		<b>30.124</b>
	<b><u>Third Party</u></b>	
0.590	Rendered by Other Local Authorities	0.590
1.358	Rendered by Voluntary Organisations	1.258
<b>1.948</b>		<b>1.848</b>
	<b><u>Transfer Payments</u></b>	
1.106	School Children/Students	1.079
<b>1.106</b>		<b>1.079</b>

	<b><u>Support Services</u></b>	
0.011	Recharges	0.011
<b>0.011</b>		<b>0.011</b>
	<b><u>Capital Financing</u></b>	
5.607	Other	6.201
<b>5.607</b>		<b>6.201</b>
<b>204.517</b>	<b>Total Expenditure</b>	<b>200.950</b>
	<b><u>Income</u></b>	
-20.965	Government Grants	-19.425
-0.692	Other Grants/Reimbursements	-0.563
-3.343	Customer/Client Receipts	-3.404
-1.662	Internal Income	-2.027
<b>-26.662</b>	<b>Total Income</b>	<b>-25.419</b>
<b>177.855</b>	<b>NET EDUCATION &amp; INCLUSION SERVICES BUDGET</b>	<b>175.531</b>

**GENERAL FUND REVENUE****EDUCATION & INCLUSION SERVICES : SERVICES PROVIDED**

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Education &amp; Inclusion Service (Non-Delegated)</u></b>	
1.330	School Achievement	1.244
0.881	Education Improvement Grant	0.942
0.599	Service Transformation & Education Information Systems	0.400
5.974	Additional Learning Needs	5.922
2.081	Education Other than at School	2.119
0.000	Attendance and Wellbeing Service	0.616
4.916	Nursery & Early Years	5.532
1.965	Group Directorate	2.111
0.126	Music Service	0.129
	<b><u>21st Century Schools</u></b>	
1.361	School Planning & Reorganisation	1.452
3.023	Catering	3.227
3.082	Asset Management	3.018
0.738	Community Learning *	0.000
2.166	Libraries *	0.000
2.663	Engagement & Participation *	0.000
<b>30.905</b>		<b>26.712</b>
	<b><u>Delegated Schools</u></b>	
73.672	Primary Schools	71.632
62.386	Secondary Schools	58.101
2.657	Middle Schools	11.216
8.235	Special Schools	7.870
<b>146.950</b>		<b>148.819</b>
<b>177.855</b>	<b>TOTAL EDUCATION &amp; INCLUSION SERVICES BUDGET</b>	<b>175.531</b>

\* Transferred to Community & Childrens' Services from 1<sup>st</sup> April 2018.

**Education & Inclusion Service (Non-Delegated)**

The purpose of this service area is to raise standards of achievement and attainment and to ensure the highest quality of educational experience for all pupils in our schools and contains the following:

- School Achievement
- Education Improvement Grant
- Service Transformation and Education Information Systems
- Additional Learning Needs
- Education Other than at School
- Attendance and Wellbeing Service
- Nursery and Early Years
- Group Directorate
- Music
- 21st Century Schools - comprising School Planning & Reorganisation, Catering and Asset Management

**GENERAL FUND REVENUE****EDUCATION & INCLUSION SERVICE (NON-DELEGATED):**  
**TYPE OF SPEND**

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
3.713	Burnham	3.707
2.601	NJC Manual Workers	2.794
12.932	NJC APT&C	10.272
1.809	Soulbury	1.779
0.396	JNC Chief Officers	0.344
0.312	JNC Youth Leaders	0.012
1.549	Other	1.499
<b>23.312</b>		<b>20.407</b>
	<b><u>Premises</u></b>	
0.896	Repairs & Maintenance	0.836
0.181	Energy	0.042
0.034	Rents	0.041
0.100	Local Tax	0.004
0.009	Water	0.008
3.291	Cleaning/Domestic	3.307
<b>4.511</b>		<b>4.238</b>
	<b><u>Transport</u></b>	
0.051	Direct Transport	0.031
0.170	Contract Hire	0.153
0.003	Public Transport	0.001
0.122	Car Allowances	0.103
<b>0.346</b>		<b>0.288</b>
	<b><u>Supplies &amp; Services</u></b>	
0.833	Equipment/Materials/Furniture	0.372
0.116	Communications/Computing	0.046
2.046	Provisions	2.279
0.072	Printing/Stationery	0.039
0.015	Advertising	0.000
10.547	Grants & Subscriptions	10.595
2.473	Services	1.723
0.613	Other	0.408
<b>16.715</b>		<b>15.462</b>
	<b><u>Third Party</u></b>	
0.590	Rendered by Other Local Authorities	0.590
1.358	Rendered by Voluntary Organisations	1.258
<b>1.948</b>		<b>1.848</b>
	<b><u>Transfer Payments</u></b>	
0.537	School Children/Students	0.536
<b>0.537</b>		<b>0.536</b>
	<b><u>Support Services</u></b>	
0.011	Recharges	0.011
<b>0.011</b>		<b>0.011</b>

0.171	<b>Capital Financing</b>	0.171
<b>0.171</b>	Other	<b>0.171</b>
<b>47.551</b>	<b>Total Expenditure</b>	<b>42.961</b>
	<b>Income</b>	
-10.949	Government Grants	-10.255
-0.692	Other Grants/Reimbursements	-0.563
-3.343	Customer/Client Receipts	-3.404
-1.662	Internal Income	-2.027
<b>-16.646</b>	<b>Total Income</b>	<b>-16.249</b>
<b>30.905</b>	<b>NET EDUCATION &amp; INCLUSION SERVICE (NON-DELEGATED) BUDGET</b>	<b>26.712</b>

### **Delegated Schools**

This relates to:

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

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

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

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
109.559	Burnham	108.793
2.434	NJC Manual Workers	2.425
10.043	NJC APT&C	11.362
0.750	Other	1.078
<b>122.786</b>		<b>123.658</b>
	<b><u>Premises</u></b>	
3.256	Repairs and Maintenance	3.567
0.626	Maintenance of Grounds	0.614
3.333	Energy	3.148
2.903	Local Tax	3.236
0.039	Water	0.039
2.224	Cleaning/Domestic	2.217
0.264	Insurance	0.270
<b>12.645</b>		<b>13.091</b>
	<b><u>Transport</u></b>	
0.005	Car Allowances	0.005
<b>0.005</b>		<b>0.005</b>
	<b><u>Supplies &amp; Services</u></b>	
8.198	Equipment/Materials/Furniture	7.396
0.005	Provisions	0.005
0.281	Grants & Subscriptions	0.462
6.084	Services	5.824
0.957	Other	0.975
<b>15.525</b>		<b>14.662</b>
	<b><u>Transfer Payments</u></b>	
0.569	School Children/Students	0.543
<b>0.569</b>		<b>0.543</b>
	<b><u>Capital Financing</u></b>	
5.436	Other	6.030
<b>5.436</b>		<b>6.030</b>
<b>156.966</b>	<b>Total Expenditure</b>	<b>157.989</b>
	<b><u>Income</u></b>	
-10.016	Government Grants	-9.170
<b>-10.016</b>	<b>Total Income</b>	<b>-9.170</b>
<b>146.950</b>	<b>NET DELEGATED SCHOOLS BUDGET</b>	<b>148.819</b>

**EDUCATION & INCLUSION SERVICES THREE YEAR CAPITAL PROGRAMME**

	<b>BUDGET</b>		
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£M</b>	<b>£M</b>	<b>£M</b>
<b><u>Schools</u></b>			
Aberdare School & Sports Centre	3.700	0.000	0.000
Y Pant Comprehensive School	0.304	0.000	0.000
School Modernisation Rhondda & Tonyrefail	26.763	3.002	0.000
School Modernisation	3.881	0.146	0.146
Cwmaman Community Primary School	1.685	0.343	0.000
<b>Total Schools</b>	<b>36.333</b>	<b>3.491</b>	<b>0.146</b>
<b><u>Supplementary Capital Programme</u></b>			
Planned Kitchen Refurbishments	0.930	0.200	0.200
Window & Door Replacements	0.150	0.150	0.150
Essential Works	0.525	0.400	0.400
Capitalisation of Computer	0.250	0.250	0.250
Hardware/Software & Licenses			
Roof Renewal	0.900	0.700	0.700
Boiler Replacement	0.350	0.250	0.250
DDA	0.225	0.225	0.225
Condition Surveys	0.075	0.075	0.075
Electrical Rewiring	0.252	0.200	0.200
Asbestos Remediation Works	0.819	1.900	1.900
Fire Alarm Upgrades	0.100	0.100	0.100
Toilet Refurbishments	0.350	0.350	0.350
Schools Investment Programme	1.850	0.000	0.000
Improvements to Schools	0.100	0.100	0.100
<b>Total Supplementary Capital Programme</b>	<b>6.876</b>	<b>4.900</b>	<b>4.900</b>
<b>TOTAL EDUCATION &amp; INCLUSION SERVICES BUDGET</b>	<b>43.209</b>	<b>8.391</b>	<b>5.046</b>

\* The 2018/2019 budget includes estimated slippage from 2017/2018 and additional grant aided schemes that were known when the three year programme was agreed.

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**CHIEF EXECUTIVE'S DIVISION**

### **CHIEF EXECUTIVE'S DIVISION OVERVIEW**

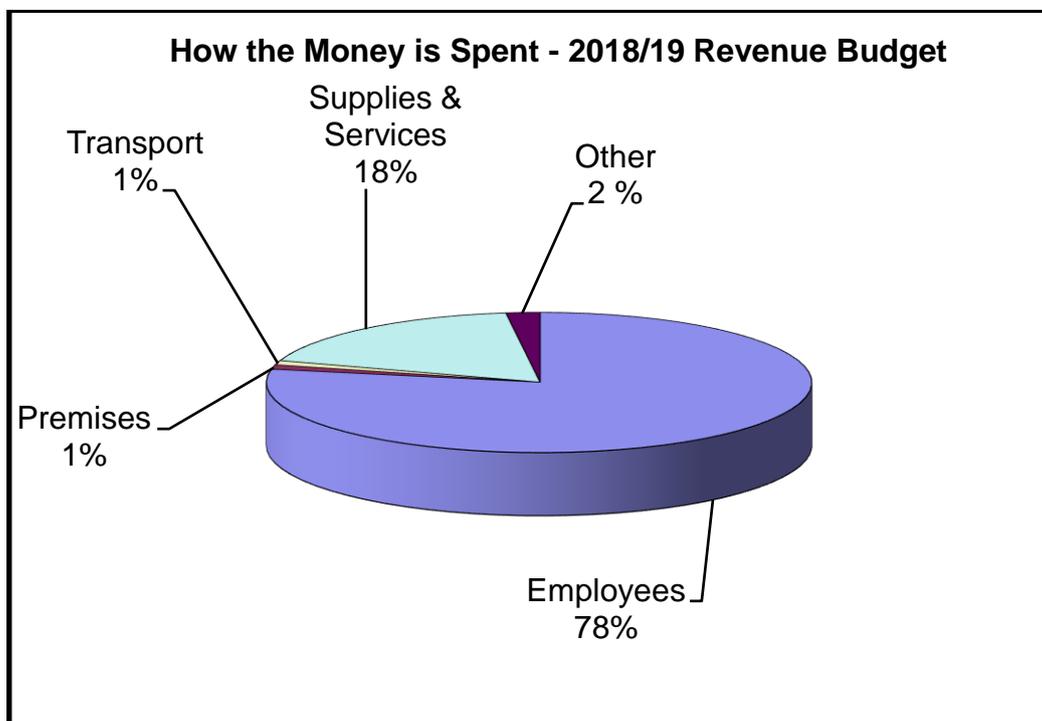
This Division has a focus on the development, implementation and monitoring of the Council's Human Resources Policies, providing corporate support in respect of the Legal function, the management of the Authority's Public Relations activities, coordinating external funding arrangements and enhancing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

A summary of the total resources available for the Chief Executive's Division in the 2018/19 financial year is as follows:

	<b>Gross Expenditure</b>	<b>Income</b>	<b>Net Expenditure</b>
	<b>£M</b>	<b>£M</b>	<b>£M</b>
Capital Programme	39.368	0.000	39.368
General Fund Revenue	18.025	-5.491	12.534
<b>Total</b>	<b>57.393</b>	<b>-5.491</b>	<b>51.902</b>

**CHIEF EXECUTIVE’S DIVISION REVENUE EXPENDITURE**

The Net Revenue Expenditure for the Chief Executive’s Division for 2018/19 amounts to £12.534M. Gross expenditure is estimated at £18.025M and this is analysed by expenditure type in the chart below.



Income receivable by the Division of £5.491M reduces net expenditure to £12.534M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

**Specific Revenue Grants 2018/19**

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

<b>Award Body</b>	<b>Purpose</b>	<b>Amount £M</b>
Arts Council of Wales	Arts Development	0.150

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

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.060	NJC Manual Workers	0.073
11.401	NJC APT&C	12.488
1.231	JNC Chief Officers	1.332
0.242	Other	0.247
<b>12.934</b>		<b>14.140</b>
	<b><u>Premises</u></b>	
0.043	Repairs & Maintenance	0.051
0.044	Energy	0.044
0.077	Rents	0.073
0.017	Local Tax	0.018
0.007	Water	0.011
0.010	Cleaning/Domestic	0.012
<b>0.198</b>		<b>0.209</b>
	<b><u>Transport</u></b>	
0.012	Direct Transport	0.012
0.012	Contract Hire	0.012
0.013	Public Transport	0.010
0.079	Car Allowances	0.096
<b>0.116</b>		<b>0.130</b>
	<b><u>Supplies &amp; Services</u></b>	
0.257	Equipment/Materials/Furniture	0.238
0.157	Communications/Computing	0.201
0.036	Provisions	0.040
0.132	Printing/Stationery	0.159
0.247	Advertising	0.195
0.189	Grants & Subscriptions	0.173
0.045	Members Expenses	0.041
1.433	Services	1.404
0.698	Miscellaneous	0.699
0.019	Other	0.019
<b>3.213</b>		<b>3.169</b>
	<b><u>Third Party</u></b>	
0.205	Rendered by Voluntary Organisations	0.255
0.050	Rendered by Private Contract	0.050
0.015	Cyclic	0.006
<b>0.270</b>		<b>0.311</b>
	<b><u>Support Services</u></b>	
0.055	Recharges	0.066
<b>0.055</b>		<b>0.066</b>
<b>16.786</b>	<b>Total Expenditure</b>	<b>18.025</b>

	<b>Income</b>	
-0.150	Government Grants	-0.150
-1.406	Other Grants/Reimbursements	-1.444
-2.446	Customer/Client Receipts	-3.034
-0.875	Internal income	-0.863
<b>-4.877</b>	<b>Total Income</b>	<b>-5.491</b>
<b>11.909</b>	<b>NET CHIEF EXECUTIVE'S DIVISION BUDGET</b>	<b>12.534</b>

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

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Chief Executive</u></b>	
0.410	Common Services	0.399
<b>0.410</b>		<b>0.399</b>
	<b><u>Cabinet Office &amp; Public Relations</u></b>	
1.598	Cabinet Secretariat	1.619
0.925	Cultural Services	0.947
<b>2.523</b>		<b>2.566</b>
	<b><u>Human Resources</u></b>	
0.387	Support Services	0.500
1.472	Employment Services	1.418
1.712	Organisational Development	1.786
<b>3.571</b>		<b>3.704</b>
	<b><u>Legal &amp; Democratic Services</u></b>	
0.942	Legal Services	1.028
2.013	Democratic Services	2.280
0.331	Legal Administration	0.228
<b>3.286</b>		<b>3.536</b>
	<b><u>Regeneration &amp; Planning</u></b>	
1.501	Regeneration	1.533
0.000	Housing	-0.017
-0.134	Development Control	0.054
0.012	Building Control	0.021
0.257	Process	0.273
0.483	Spatial Development	0.465
<b>2.119</b>		<b>2.329</b>
<b>11.909</b>	<b>TOTAL CHIEF EXECUTIVE'S DIVISION BUDGET</b>	<b>12.534</b>

**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**

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.046	NJC APT&C	0.046
0.202	JNC Chief Officers	0.207
<b>0.248</b>		<b>0.253</b>
	<b><u>Premises</u></b>	
0.001	Cleaning/Domestic	0.000
<b>0.001</b>		<b>0.000</b>
	<b><u>Transport</u></b>	
0.001	Car Allowances	0.001
<b>0.001</b>		<b>0.001</b>
	<b><u>Supplies &amp; Services</u></b>	
0.004	Equipment/Materials/Furniture	0.004
0.002	Communications/Computing	0.002
0.004	Printing/Stationery	0.003
0.143	Grants & Subscriptions	0.129
0.001	Other	0.001
<b>0.154</b>		<b>0.139</b>
	<b><u>Support Services</u></b>	
0.006	Recharges	0.006
<b>0.006</b>		<b>0.006</b>
<b>0.410</b>	<b>Total Expenditure</b>	<b>0.399</b>
<b>0.410</b>	<b>NET CHIEF EXECUTIVE'S UNIT BUDGET</b>	<b>0.399</b>

### **Cabinet Office and Public Relations**

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

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

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

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

<b>2017/18 Budget £M</b>		<b>2018/19 Budget £M</b>
	<b><u>Employees</u></b>	
0.060	NJC Manual Workers	0.073
1.840	NJC APT&C	1.934
0.091	JNC Chief Officers	0.093
<b>1.991</b>		<b>2.100</b>
	<b><u>Premises</u></b>	
0.042	Repairs & Maintenance	0.051
0.044	Energy	0.044
0.015	Local Tax	0.015
0.007	Water	0.008
0.009	Cleaning/Domestic	0.008
<b>0.117</b>		<b>0.126</b>
	<b><u>Transport</u></b>	
0.012	Direct Transport	0.012
0.012	Contract Hire	0.012
0.001	Public Transport	0.002
0.014	Car Allowances	0.013
<b>0.039</b>		<b>0.039</b>
	<b><u>Supplies &amp; Services</u></b>	
0.119	Equipment/Materials/Furniture	0.105
0.033	Communications/Computing	0.039
0.036	Provisions	0.039
0.045	Printing/Stationery	0.039
0.180	Advertising	0.133
0.017	Members Expenses	0.017
0.002	Grants & Subscriptions	0.002
0.055	Services	0.054
0.462	Miscellaneous	0.441
0.003	Other	0.004
<b>0.952</b>		<b>0.873</b>
	<b><u>Third Party</u></b>	
0.015	Cyclic	0.006
<b>0.015</b>		<b>0.006</b>
<b>3.114</b>	<b>Total Expenditure</b>	<b>3.144</b>
	<b><u>Income</u></b>	
-0.150	Government Grants	-0.150
-0.428	Customer/Client Receipts	-0.412
-0.013	Internal Income	-0.016
<b>-0.591</b>	<b>Total Income</b>	<b>-0.578</b>
<b>2.523</b>	<b>NET CABINET OFFICE &amp; PUBLIC RELATIONS BUDGET</b>	<b>2.566</b>

## **Human Resources**

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

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

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

The Key Priorities for Human Resources are:

- Developing a flexible and agile workforce that shares organisational knowledge.
- Recruiting and retaining the best talent to create a diverse workforce.
- Leadership and management development.
- Enabling a high performing, engaged and committed workforce.
- Supporting health and wellbeing to maximise attendance.

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

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
3.376	NJC APT&C	3.488
0.227	JNC Chief Officers	0.286
0.130	Other	0.133
<b>3.733</b>		<b>3.907</b>
	<b><u>Transport</u></b>	
0.004	Public Transport	0.002
0.028	Car Allowances	0.028
<b>0.032</b>		<b>0.030</b>
	<b><u>Supplies &amp; Services</u></b>	
0.016	Equipment/Materials/Furniture	0.015
0.053	Communications/Computing	0.053
0.019	Printing/Stationery	0.020
0.034	Advertising	0.027
0.018	Grants & Subscriptions	0.017
0.111	Services	0.111
0.050	Miscellaneous	0.040
0.013	Other	0.013
<b>0.314</b>		<b>0.296</b>
	<b><u>Third Party</u></b>	
0.050	Rendered by Private Contract	0.050
<b>0.050</b>		<b>0.050</b>
<b>4.129</b>	<b>Total Expenditure</b>	<b>4.283</b>
	<b><u>Income</u></b>	
-0.003	Other Grants/Reimbursements	-0.002
-0.000	Customer/Client Receipts	-0.010
-0.555	Internal Income	-0.567
<b>-0.558</b>	<b>Total Income</b>	<b>-0.579</b>
<b>3.571</b>	<b>NET HUMAN RESOURCES BUDGET</b>	<b>3.704</b>

### **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.
- 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**

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
3.416	NJC APT&C	3.424
0.501	JNC Chief Officers	0.440
0.112	Other	0.114
<b>4.029</b>		<b>3.978</b>
	<b><u>Premises</u></b>	
0.001	Repairs & Maintenance	0.000
0.071	Rents	0.067
0.000	Cleaning/Domestic	0.001
<b>0.072</b>		<b>0.068</b>
	<b><u>Transport</u></b>	
0.007	Public Transport	0.004
0.011	Car Allowances	0.012
<b>0.018</b>		<b>0.016</b>
	<b><u>Supplies &amp; Services</u></b>	
0.079	Equipment/Materials/Furniture	0.098
0.050	Communications/Computing	0.087
0.055	Printing/Stationery	0.083
0.005	Advertising	0.007
0.028	Member Expenses	0.024
0.001	Grants & Subscriptions	0.000
1.257	Services	1.233
0.087	Miscellaneous	0.119
<b>1.562</b>		<b>1.651</b>
	<b><u>Support Services</u></b>	
0.049	Recharges	0.060
<b>0.049</b>		<b>0.060</b>
<b>5.730</b>	<b>Total Expenditure</b>	<b>5.773</b>
	<b><u>Income</u></b>	
-1.403	Other Grants/Reimbursements	-1.442
-0.744	Customer/Client Receipts	-0.525
-0.297	Internal Income	-0.270
<b>-2.444</b>	<b>Total Income</b>	<b>-2.237</b>
<b>3.286</b>	<b>NET LEGAL AND DEMOCRATIC SERVICES BUDGET</b>	<b>3.536</b>

## **Regeneration and Planning**

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

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

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

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

The Housing service delivers a large capital programme inclusive of a variety of grants to householders to repair, adapt and improve their homes. In addition the grants section delivers the empty property grant that seeks to bring back into use vacant empty properties. The strategic housing function acts as the focal point for housing intelligence that is used by internal and external partners to shape housing policy and capital investment programmes.

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

The significance of a regional approach to regeneration, housing 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**

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
2.723	NJC APT&C	3.596
0.210	JNC Chief Officers	0.306
<b>2.933</b>		<b>3.902</b>
	<b><u>Premises</u></b>	
0.006	Rents	0.006
0.002	Local Tax	0.003
0.000	Water	0.003
0.000	Cleaning/Domestic	0.003
<b>0.015</b>		<b>0.015</b>
	<b><u>Transport</u></b>	
0.001	Public Transport	0.002
0.025	Car Allowances	0.042
<b>0.026</b>		<b>0.044</b>
	<b><u>Supplies &amp; Services</u></b>	
0.039	Equipment/Materials/Furniture	0.016
0.019	Communications/Computing	0.020
0.000	Provisions	0.001
0.009	Printing/Stationery	0.014
0.028	Advertising	0.028
0.025	Grants & Subscriptions	0.025
0.010	Services	0.006
0.099	Miscellaneous	0.099
0.002	Other	0.001
<b>0.231</b>		<b>0.210</b>
	<b><u>Third Party</u></b>	
0.205	Rendered by Voluntary Organisations	0.255
<b>0.205</b>		<b>0.255</b>
<b>3.403</b>	<b>Total Expenditure</b>	<b>4.426</b>
	<b><u>Income</u></b>	
-1.274	Customer/Client Receipts	-2.087
-0.010	Internal Income	-0.010
<b>-1.284</b>	<b>Total Income</b>	<b>-2.097</b>
<b>2.119</b>	<b>NET REGENERATION AND PLANNING BUDGET</b>	<b>2.329</b>

**CHIEF EXECUTIVE THREE YEAR CAPITAL PROGRAMME**

	<b>BUDGET</b>		
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£M</b>	<b>£M</b>	<b>£M</b>
<b><u>Regeneration &amp; Planning</u></b>			
Town Centre Physical Regeneration	0.340	0.240	0.240
Pontypridd Lido	0.217	0.000	0.000
Project Support Fund	0.250	0.250	0.250
Business Support Grants	0.250	0.250	0.250
Taff Vale Development	28.444	18.381	0.000
Strategic Opportunity Areas	0.200	0.000	0.000
Vibrant and Viable Places Programme	1.300	0.000	0.000
<b>Total Regeneration &amp; Planning</b>	<b>31.001</b>	<b>19.121</b>	<b>0.740</b>
<b><u>Private Sector Housing</u></b>			
Disabled Facilities Grants/Adaptions (DFG)	4.000	4.000	4.000
Maintenance Repair Assistant (MRA)	0.500	0.500	0.500
Renovation Grants Exceptional Circumstances & Home Improvement Zones	0.500	0.500	0.500
Empty Property Grant Scheme	2.200	0.000	0.000
Affordable Housing	0.714	0.000	0.000
Community Regeneration	0.368	0.368	0.368
<b>Total Private Sector Housing</b>	<b>8.282</b>	<b>5.368</b>	<b>5.368</b>
<b><u>Cabinet Office &amp; Public Relations</u></b>			
Buildings	0.085	0.020	0.020
<b>Total Cabinet Office &amp; Public Relations</b>	<b>0.085</b>	<b>0.020</b>	<b>0.020</b>
<b>TOTAL CHIEF EXECUTIVE BUDGET</b>	<b>39.368</b>	<b>24.509</b>	<b>6.128</b>

\* The 2018/2019 budget includes estimated slippage from 2017/2018 and additional grant aided schemes that were known when the three year programme was agreed.

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**CORPORATE & FRONTLINE SERVICES**

**CORPORATE & FRONTLINE SERVICES OVERVIEW**

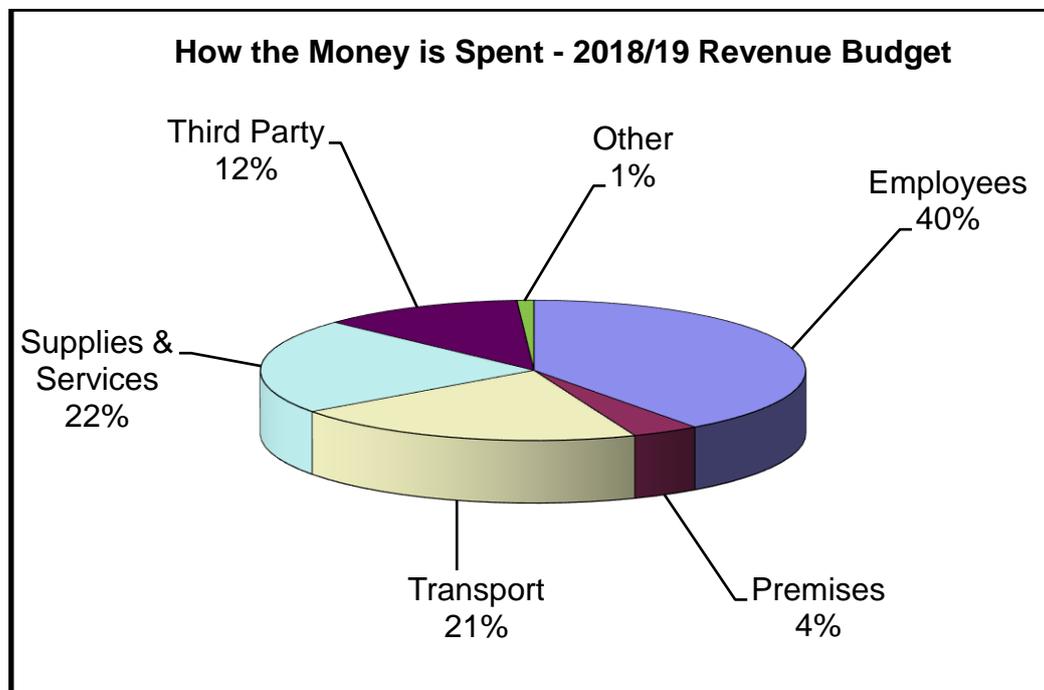
This group contains both front line (e.g. Highways, Transportation, Streetcare, Housing Benefits, Council Tax, Pensions and Customer Care) and corporate support functions (e.g. Accountancy, Corporate Estates & Procurement, Customer Care and ICT) that underpin the service delivery capability across all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

A summary of the total resources available for the Corporate & Frontline Services Group in the 2018/19 financial year is as follows:

	<b>Gross Expenditure</b>	<b>Income</b>	<b>Net Expenditure</b>
	<b>£M</b>	<b>£M</b>	<b>£M</b>
Capital Programme	27.914	0.000	27.914
General Fund Revenue	95.532	-31.720	63.812
<b>Total</b>	<b>123.446</b>	<b>-31.720</b>	<b>91.726</b>

## **CORPORATE & FRONTLINE SERVICES REVENUE EXPENDITURE**

The Net Revenue Budget for the Corporate & Frontline Services Group for 2018/19 amounts to £63.812M. Gross expenditure is estimated at £95.532M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £31.720M reduces net expenditure to £63.812M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

### **Specific Revenue Grants 2018/19**

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

<b>Award Body</b>	<b>Purpose</b>	<b>Amount £M</b>
Department for Work & Pensions	Housing Benefit Administration Subsidy	0.876
Welsh Government	NDR Admin Grant	0.372
	Environment & Sustainable Development	0.034
	Sustainable Waste Management Grant	1.245
	Flood Risk Management	0.065
	Concessionary Fares	6.789
	Local Transport Fund (Road Safety)	0.114
	Bus Service Support	0.665
	Tomorrow's Valley Residual Waste	1.189
	Tomorrow's Valley Food Waste	0.064

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

2017/18 Budget		2018/19 Budget
£M		£M
	<b><u>Employees</u></b>	
9.905	NJC Manual Workers	11.182
23.043	NJC APT&C	23.410
1.653	JNC Chief Officers	1.827
2.165	Other	1.949
<b>36.766</b>		<b>38.368</b>
	<b><u>Premises</u></b>	
1.311	Repairs & Maintenance	1.152
0.021	Maintenance of Grounds	0.022
0.745	Energy	0.669
0.213	Rents	0.216
1.378	Local Tax	1.408
0.132	Water	0.132
0.235	Cleaning/Domestic	0.234
0.084	Other	0.084
<b>4.119</b>		<b>3.917</b>
	<b><u>Transport</u></b>	
7.146	Direct Transport	7.374
11.564	Contract Hire	11.876
0.585	Public Transport	0.542
0.143	Car Allowances	0.135
<b>19.438</b>		<b>19.927</b>
	<b><u>Supplies &amp; Services</u></b>	
3.322	Equipment/Materials/Furniture	3.280
2.287	Communications/Computing	2.269
0.460	Printing/Stationery	0.451
0.055	Advertising	0.089
0.208	Grants & Subscriptions	0.206
12.751	Services	12.834
1.973	Miscellaneous	2.089
0.125	Other	0.127
<b>21.181</b>		<b>21.345</b>
	<b><u>Third Party</u></b>	
0.147	Rendered by Other Local Authorities	0.097
8.515	Transport	8.536
0.098	Structural	0.099
0.521	Cyclic	0.529
0.389	Safety Aids	0.397
0.060	Winter Maintenance	0.061
1.860	Street Lighting	1.597
0.108	Miscellaneous	0.110
0.012	Highways Drainage	0.013
<b>11.710</b>		<b>11.439</b>

	<b><u>Transfer Payments</u></b>	
0.044	School Children/Students	0.088
<b>0.044</b>		<b>0.088</b>
	<b><u>Support Services</u></b>	
0.030	Recharges	0.030
<b>0.030</b>		<b>0.030</b>
	<b><u>Capital Financing</u></b>	
0.824	Other	0.418
<b>0.824</b>		<b>0.418</b>
<b>94.112</b>	<b>Total Expenditure</b>	<b>95.532</b>
	<b><u>Income</u></b>	
-13.431	Government Grants	-10.747
-1.003	Other Grants/Reimbursements	-1.040
-8.175	Customer/Client Receipts	-9.205
-3.717	Recharges–Other Revenue Account	-3.766
-6.663	Internal Income	-6.962
<b>-32.989</b>	<b>Total Income</b>	<b>-31.720</b>
<b>61.123</b>	<b>NET CORPORATE &amp; FRONTLINE SERVICES BUDGET</b>	<b>63.812</b>

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

2017/18 Budget		2018/19 Budget
<b>£M</b>		<b>£M</b>
	<b><u>Frontline Services</u></b>	
4.001	Highways Management	3.402
14.067	Transportation	14.309
0.304	Strategic Projects	0.354
3.166	Street Cleansing	3.815
0.806	Facilities Cleaning	0.806
4.475	Highways Maintenance	4.379
14.415	Waste Services	17.195
2.031	Fleet Maintenance	2.130
1.542	Group Directorate	1.426
<b>44.807</b>	<b><u>Total Frontline Services</u></b>	<b>47.816</b>
	<b><u>Corporate Services</u></b>	
	<b><u>Financial Services</u></b>	
1.971	Financial Management, Accountancy & Performance	1.956
3.277	Operational Finance	3.123
0.059	Public Service Partnerships	0.048
<b>5.307</b>		<b>5.127</b>
	<b><u>ICT</u></b>	
3.854	ICT Operational Services	4.001
<b>3.854</b>		<b>4.001</b>
	<b><u>Customer Care</u></b>	
0.525	One for All	0.467
0.247	Strategic Management	0.242
0.854	Contact Centres	0.809
0.081	E Government	0.082
0.358	Business Support Unit	0.594
<b>2.065</b>		<b>2.194</b>
	<b><u>Corporate Estates Management &amp; Procurement</u></b>	
0.078	Management of Surplus Sites	0.079
-0.153	Sundry Land and Properties	-0.147
2.079	Corporate Estates Management Department	1.874
2.423	Office Accommodation	2.299
0.508	Procurement	0.416
<b>4.935</b>		<b>4.521</b>
	<b><u>Group Management</u></b>	
0.155	Director and Support Services	0.153
<b>0.155</b>		<b>0.153</b>
<b>16.316</b>	<b><u>Total Corporate Services</u></b>	<b>15.996</b>
<b>61.123</b>	<b>TOTAL CORPORATE &amp; FRONTLINE SERVICES BUDGET</b>	<b>63.812</b>

## **Frontline Services**

### **Highways and Streetcare Services**

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

The aims of the service are:

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

#### **Highways Technical Services**

Highways Maintenance  
Parking Services  
Highways Infrastructure  
Highways Development Control  
Roads & Street Works Act (RASWA)  
Redstart

#### **Transportation**

Road Safety  
Integrated Transport Unit  
Transportation Strategy

#### **Strategic Projects**

Construction Projects  
Traffic Services  
Land Reclamation & Engineering

#### **Streetcare Services**

Waste Services  
Street Cleansing  
Facilities Cleaning  
Enforcement  
Emergency Planning  
Fleet Management & Maintenance

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

2017/18 Budget		2018/19 Budget
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
9.768	NJC Manual Workers	11.048
6.231	NJC APT&C	6.844
0.369	JNC Chief Officers	0.451
2.165	Other	1.949
<b>18.533</b>		<b>20.292</b>
	<b><u>Premises</u></b>	
0.467	Repairs & Maintenance	0.394
0.134	Energy	0.118
0.116	Rents	0.118
0.386	Local Tax	0.396
0.061	Water	0.061
0.121	Cleaning/Domestic	0.122
0.084	Other	0.084
<b>1.369</b>		<b>1.293</b>
	<b><u>Transport</u></b>	
7.134	Direct Transport	7.363
11.563	Contract Hire	11.875
0.578	Public Transport	0.535
0.053	Car Allowances	0.051
<b>19.328</b>		<b>19.824</b>
	<b><u>Supplies &amp; Services</u></b>	
2.845	Equipment/Materials/Furniture	2.816
0.145	Communications/Computing	0.242
0.056	Printing/Stationery	0.058
0.048	Advertising	0.084
0.163	Grants & Subscriptions	0.162
12.647	Services	12.463
1.685	Miscellaneous	1.742
0.102	Other	0.106
<b>17.691</b>		<b>17.673</b>
	<b><u>Third Party</u></b>	
0.147	Rendered by Other Local Authorities	0.097
8.515	Transport	8.536
0.098	Structural	0.099
0.521	Cyclic	0.529
0.389	Safety Aids	0.397
0.060	Winter Maintenance	0.061
1.860	Street Lighting	1.597
0.108	Miscellaneous	0.110
0.012	Highways Drainage	0.013
<b>11.710</b>		<b>11.439</b>

	<b><u>Transfer Payments</u></b>	
0.044	School Children/Students	0.088
<b>0.044</b>		<b>0.088</b>
	<b><u>Support Services</u></b>	
0.024	Recharges	0.024
<b>0.024</b>		<b>0.024</b>
	<b><u>Capital Financing</u></b>	
0.824	Other	0.418
<b>0.824</b>		<b>0.418</b>
<b>69.523</b>	<b>Total Expenditure</b>	<b>71.051</b>
	<b><u>Income</u></b>	
-12.133	Government Grants	-9.499
-0.861	Other Grants/Reimbursements	-0.794
-6.600	Customer/Client Receipts	-7.431
-2.419	Recharges–Other Revenue Account	-2.468
-2.703	Internal Income	-3.043
<b>-24.716</b>	<b>Total Income</b>	<b>-23.235</b>
<b>44.807</b>	<b>NET FRONTLINE SERVICES BUDGET</b>	<b>47.816</b>

## **Corporate Services**

### **Financial Services**

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

The following functions are undertaken within the service area:

- **Financial Management, Accountancy Services and Performance Management:**– that includes Treasury Management & Pension Fund Investments, Council Wide Financial Reporting and Management Accounting, Systems and Bank Reconciliation, and the provision of data and performance management support services across the Council.
- **Operational Finance:**– encompassing Council Tax, Business Rates, Housing Benefits & Council Tax Support, Credit Management, Payroll, Pensions, Creditor Payments and the Corporate Fraud Team.
- **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**

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.019	NJC Manual Workers	0.010
8.295	NJC APT&C	7.954
0.619	JNC Chief Officers	0.695
<b>8.933</b>		<b>8.659</b>
	<b><u>Premises</u></b>	
0.043	Cleaning/Domestic	0.033
<b>0.043</b>		<b>0.033</b>
	<b><u>Transport</u></b>	
0.001	Contract Hire	0.001
0.003	Public Transport	0.003
0.017	Car Allowances	0.017
<b>0.021</b>		<b>0.021</b>
	<b><u>Supplies &amp; Services</u></b>	
0.025	Equipment/Materials/Furniture	0.012
0.522	Communications/Computing	0.350
0.074	Printing/Stationery	0.047
0.003	Advertising	0.003
0.023	Grants & Subscriptions	0.023
0.088	Services	0.355
0.222	Miscellaneous	0.285
0.005	Other	0.004
<b>0.962</b>		<b>1.079</b>
	<b><u>Support Services</u></b>	
0.006	Recharges	0.006
<b>0.006</b>		<b>0.006</b>
<b>9.965</b>	<b>Total Expenditure</b>	<b>9.798</b>
	<b><u>Income</u></b>	
-1.298	Government Grants	-1.248
-0.005	Other Grants/Reimbursements	-0.109
-0.693	Customer/Client Receipts	-0.693
-1.298	Recharges–Other Revenue Account	-1.298
-1.364	Internal Income	-1.323
<b>-4.658</b>	<b>Total Income</b>	<b>-4.671</b>
<b>5.307</b>	<b>NET FINANCIAL SERVICES BUDGET</b>	<b>5.127</b>

## **Corporate Services** **ICT**

Information & Communication Technology (ICT) is an internal support service that is responsible for the cost effective provision, support, maintenance and improvement of ICT both within and externally facing to the Council. The Service underpins the efficient and high quality support of the computing infrastructure to the Council and its customers, underpinning cross cutting service provision, accountable for Data Protection whilst delivering Digital improvement projects to ensure the organisation works smarter and provides efficient and effective services to our residents, businesses and visitors.

The service is also responsible for and leading the way on key elements of the Council's Digital Transformation, as defined within the Digital Strategy 2020.

### **Our service aims are to...**

- Ensure customers receive a quality response based ICT service with timeliness, satisfaction and resolution at first point of contact.
- Enabling Technological Agility, to optimise and sustain the Council's strategic ICT Infrastructure and ensure our processes, standards and policies are robust and accepted by ICT users - enabling 'hot-desking', remote, mobile and agile working.
- Transform Services through ICT enabled Improvement Projects & Digitisation.
- Enable Council efficiencies through IT lead business process reengineering, to be 'Digital First' putting technology at the heart of everything we do.
- Provide meaningful, robust and smart data (digital management information) to inform pro-active decision-making and efficient provision of services.
- Ensure the Council is compliant with Central Government ICT Legislation, Security Standards & Data Protection Regulations (including GDPR).

### **Key Service Priorities for 2018/19**

1. Drive and Lead on Digital Transformation within the Council by delivering the key actions set out in the Council's 'Digital RCT' Strategy.
2. Data & Information Management: Ensure the Council is compliant with Central Government ICT Legislation & Security Standards.
3. Deliver First Class Infrastructure: To improve the Council's underlying core ICT Infrastructure to provide a robust and resilient platform to enable business operations and our digital improvements.

4. Redesign the Service to ensure it is optimised to deliver digital strategic and operational priorities.
5. Supporting and Delivering Service Based Improvement Projects and Change Proposals where Technology is the enabler.

### GENERAL FUND REVENUE

#### ICT : TYPE OF SPEND

2017/18 Budget		2018/19 Budget
£M		£M
	<b><u>Employees</u></b>	
2.511	NJC APT&C	2.571
0.079	JNC Chief Officers	0.081
<b>2.590</b>		<b>2.652</b>
	<b><u>Premises</u></b>	
0.001	Repairs & Maintenance	0.001
0.001	Rents	0.001
<b>0.002</b>		<b>0.002</b>
	<b><u>Transport</u></b>	
0.001	Public Transport	0.001
0.023	Car Allowances	0.023
<b>0.024</b>		<b>0.024</b>
	<b><u>Supplies &amp; Services</u></b>	
0.311	Equipment/Materials/Furniture	0.322
1.209	Communications/Computing	1.264
0.177	Printing/Stationery	0.195
0.002	Grants & Subscriptions	0.002
0.019	Miscellaneous	0.020
<b>1.718</b>		<b>1.803</b>
<b>4.334</b>	<b>Total Expenditure</b>	<b>4.481</b>
	<b><u>Income</u></b>	
-0.480	Internal Income	-0.480
<b>-0.480</b>	<b>Total Income</b>	<b>-0.480</b>
<b>3.854</b>	<b>NET ICT BUDGET</b>	<b>4.001</b>

## **Corporate Services** **Customer Care Service**

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

### **Website and Service Redesign Team**

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

### **Contact Centre (Telephone)**

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

### **One4aLL Advice Centres**

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

### **Business Support Unit Provides**

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

### **Key Objectives 2018/19**

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

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

**GENERAL FUND REVENUE**

**CUSTOMER CARE : TYPE OF SPEND**

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
1.971	NJC APT&C	2.092
0.079	JNC Chief Officers	0.081
<b>2.050</b>		<b>2.173</b>
	<b><u>Premises</u></b>	
0.002	Cleaning/Domestic	0.000
<b>0.002</b>		<b>0.000</b>
	<b><u>Transport</u></b>	
0.010	Direct Transport	0.009
0.001	Public Transport	0.001
0.006	Car Allowances	0.004
<b>0.017</b>		<b>0.014</b>
	<b><u>Supplies &amp; Services</u></b>	
0.118	Equipment/Materials/Furniture	0.115
0.272	Communications/Computing	0.294
0.138	Printing/Stationery	0.136
0.002	Grants & Subscriptions	0.001
0.005	Miscellaneous	0.001
0.007	Other	0.005
<b>0.542</b>		<b>0.552</b>
<b>2.611</b>	<b>Total Expenditure</b>	<b>2.739</b>
	<b><u>Income</u></b>	
-0.128	Customer/Client Receipts	-0.127
-0.418	Internal Income	-0.418
<b>-0.546</b>	<b>Total Income</b>	<b>-0.545</b>
<b>2.065</b>	<b>NET CUSTOMER CARE BUDGET</b>	<b>2.194</b>

## **Corporate Services** **Corporate Estates Management & Procurement**

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

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

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

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

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

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

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.118	NJC Manual Workers	0.124
4.035	NJC APT&C	3.949
0.347	JNC Chief Officers	0.355
<b>4.500</b>		<b>4.428</b>
	<b><u>Premises</u></b>	
0.843	Repairs & Maintenance	0.757
0.021	Maintenance of Grounds	0.022
0.611	Energy	0.551
0.096	Rents	0.097
0.992	Local Tax	1.012
0.071	Water	0.071
0.069	Cleaning/Domestic	0.079
<b>2.703</b>		<b>2.589</b>
	<b><u>Transport</u></b>	
0.002	Direct Transport	0.002
0.002	Public Transport	0.002
0.043	Car Allowances	0.040
<b>0.047</b>		<b>0.044</b>
	<b><u>Supplies &amp; Services</u></b>	
0.023	Equipment/Materials/Furniture	0.015
0.139	Communications/Computing	0.119
0.013	Printing/Stationery	0.013
0.004	Advertising	0.002
0.018	Grants & Subscriptions	0.018
0.016	Services	0.016
0.042	Miscellaneous	0.041
0.007	Other	0.008
<b>0.262</b>		<b>0.232</b>
<b>7.512</b>	<b>Total Expenditure</b>	<b>7.293</b>
	<b><u>Income</u></b>	
-0.137	Other Grants/Reimbursements	-0.137
-0.754	Customer/Client Receipts	-0.954
-1.686	Internal Income	-1.681
<b>-2.577</b>	<b>Total Income</b>	<b>-2.772</b>
<b>4.935</b>	<b>NET CORPORATE ESTATES MANAGEMENT &amp; PROCUREMENT BUDGET</b>	<b>4.521</b>

**Group Management**

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

**GROUP MANAGEMENT : TYPE OF SPEND**

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.160	JNC Chief Officers	0.164
<b>0.160</b>		<b>0.164</b>
	<b><u>Transport</u></b>	
0.001	Car Allowances	0.000
<b>0.001</b>		<b>0.000</b>
	<b><u>Supplies &amp; Services</u></b>	
0.002	Printing/Stationery	0.002
0.004	Other	0.004
<b>0.006</b>		<b>0.006</b>
<b>0.167</b>	<b>Total Expenditure</b>	<b>0.170</b>
	<b><u>Income</u></b>	
-0.012	Internal Income	-0.017
<b>-0.012</b>	<b>Total Income</b>	<b>-0.017</b>
<b>0.155</b>	<b>NET GROUP MANAGEMENT BUDGET</b>	<b>0.153</b>

**CORPORATE & FRONTLINE SERVICES THREE YEAR CAPITAL PROGRAMME**

	<b>BUDGET</b>		
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£M</b>	<b>£M</b>	<b>£M</b>
<b><u>Corporate Services</u></b>			
<b><u>Financial Services</u></b>			
CIVICA Financials	0.200	0.200	0.200
<b>Total Financial Services</b>	<b>0.700</b>	<b>0.700</b>	<b>0.700</b>
<b><u>Corporate Estates</u></b>			
Major Refurbishment/Rationalisation of Service Group Accommodation	0.150	0.150	0.150
Strategic Maintenance	0.050	0.050	0.050
<b>Total Corporate Estates</b>	<b>0.200</b>	<b>0.200</b>	<b>0.200</b>
<b>Total Corporate Services</b>	<b>0.900</b>	<b>0.900</b>	<b>0.900</b>

<b><u>Frontline Services</u></b>			
<b><u>Highways Technical Services</u></b>			
Highways Improvements	4.028	1.190	1.190
Car Parks	0.100	0.045	0.045
Structures	7.394	0.350	0.350
Street Lighting	0.250	0.250	0.250
<b>Total Highways Technical Services</b>	<b>11.772</b>	<b>1.835</b>	<b>1.835</b>
<b><u>Strategic Projects</u></b>			
WG Local Transport Network Fund	1.000	0.000	0.000
Safe Routes in Communities	0.100	0.000	0.000
Transportation Infrastructure	10.339	0.408	0.025
Traffic Management	0.205	0.160	0.160
Drainage Improvements	0.235	0.140	0.140
<b>Total Strategic Projects</b>	<b>11.879</b>	<b>0.708</b>	<b>0.325</b>
<b><u>Wastes Strategy</u></b>			
Waste Strategy	0.100	0.000	0.000
<b>Total Waste Strategy</b>	<b>0.100</b>	<b>0.000</b>	<b>0.000</b>
<b><u>Fleet</u></b>			
Vehicles	3.163	4.593	2.400
<b>Total Fleet</b>	<b>3.163</b>	<b>4.593</b>	<b>2.400</b>
<b><u>Buildings</u></b>			
Buildings	0.100	0.100	0.100
<b>Total Buildings</b>	<b>0.100</b>	<b>0.100</b>	<b>0.100</b>
<b>Total Frontline Services</b>	<b>27.014</b>	<b>7.236</b>	<b>4.660</b>
<b><u>Group Wide</u></b>			
Capitalisation of Hardware/Software & Licences	0.500	0.500	0.500
<b>Total Group Wide</b>	<b>0.500</b>	<b>0.500</b>	<b>0.500</b>
<b>TOTAL CORPORATE &amp; FRONTLINE SERVICES BUDGET</b>	<b>27.914</b>	<b>8.136</b>	<b>5.560</b>

\* The 2018/2019 budget includes slippage from 2017/2018 and additional grant aided schemes that were known when the three year programme was agreed.

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**AUTHORITY WIDE BUDGETS**

### **AUTHORITY WIDE BUDGETS OVERVIEW**

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

A summary of the total resources available for these budgets in the 2018/19 financial year is as follows:

	<b>Gross Expenditure</b>	<b>Income</b>	<b>Net Expenditure</b>
	<b>£M</b>	<b>£M</b>	<b>£M</b>
Capital Programme	1.044	0.000	1.044
General Fund Revenue	139.909	-70.334	69.575
<b>Total</b>	<b>140.953</b>	<b>-70.334</b>	<b>70.619</b>

**AUTHORITY WIDE BUDGETS : SERVICES PROVIDED**

<b>2017/18 Budget</b>		<b>2018/19 Budget</b>
<b>£M</b>		<b>£M</b>
19.557	Capital Financing	19.947
11.649	Levies	11.790
14.864	Miscellaneous	13.658
0.400	NDR Relief	0.400
23.507	Council Tax Reduction Scheme	23.780
<b>69.977</b>	<b>TOTAL AUTHORITY WIDE BUDGETS</b>	<b>69.575</b>

**CORPORATE INITIATIVES THREE YEAR CAPITAL PROGRAMME**

	<b>BUDGET</b>		
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£M</b>	<b>£M</b>	<b>£M</b>
Asset Management Planning	0.050	0.050	0.050
Corporate Improvement	0.075	0.075	0.075
Asbestos Management	0.225	0.200	0.200
Asbestos Remediation Works	0.050	0.050	0.050
Legionella Remediation Works	0.275	0.275	0.275
Legionella Management	0.230	0.200	0.200
Housing & Regeneration	0.139	0.000	0.000
<b>TOTAL CORPORATE INITIATIVES BUDGET</b>	<b>1.044</b>	<b>0.850</b>	<b>0.850</b>

\* The 2018/2019 budget includes estimated slippage from 2017/2018 and additional grant aided schemes that were known when the three year programme was agreed.