



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

On the 26<sup>th</sup> February 2014 the Council agreed the Cabinet's proposals and recommendations for the revenue budget for the 2014/15 financial year. This was followed up on the 26<sup>th</sup> March 2014 with the agreement of the Council's 3 Year Capital Programme. The budget-setting process continues to be ever challenging as the expectations of local residents are balanced with the continual drive from the Council for greater efficiency whilst continuing to deliver key services, during this time of national austerity and reduced available funding.

At an all Wales level, the Minister for Local Government and Government Business (Lesley Griffiths, Assembly Minister, AM) announced a **decrease** in revenue funding (adjusted for transfers) of 3.9% for local authorities in Wales for the year 2014/15. The decrease for Rhondda Cynon Taf was 3.7% and is set against inflation running at much higher levels (+ 2 – 3% during 2013).

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

In anticipation of the reductions in funding, the Cabinet had already initiated specific consultation on a first phase of service change proposals in October 2013 with the subsequent decision to proceed to implementation made in January 2014. A further second phase of service changes was also consulted upon in January / February 2014.

Given the level of the settlement and identified spending needs, the Council was faced with a funding gap of £14.4M which needed to be bridged in order to set a balanced budget.

The Council was able to balance the budget for 2014/15 with a combination of efficiency measures (£4M), service cuts / charges phase 1 (£5.2M) and the use of the Medium Term Financial Planning (MTFP) and Service Transformation Reserve - (transitional funding £5.2M). Such a strategy did not undermine the Council's core financial health (i.e. £10M remaining in general reserves) albeit the need for further service changes will need to be considered as part of balancing the funding gap projected, at the time, to rise over four years to an estimated £63.4M.

The settlement also provided an indicative decrease for the following financial year (2015/16) at -1.4%, clearly still some way below Central Government's target for inflation of 2.5%. We also need to remain cautious given these are indicative only and recent history has demonstrated some drift from these figures.

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

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

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

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

### **COUNCIL REPORT 26<sup>th</sup> FEBRUARY 2014**

- THE COUNCIL'S 2014/15 REVENUE BUDGET STRATEGY

### **COUNCIL REPORT 26<sup>th</sup> MARCH 2014**

- THE COUNCIL'S THREE YEAR CAPITAL PROGRAMME 2014 - 2017

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**MUNICIPAL YEAR 2013-2014- REPORT NO.**

**COMMITTEE:  
SPECIAL COUNCIL**

**26<sup>th</sup> February 2014**

<b>PART 1</b>	<b>AGENDA ITEM NO.</b>
<b>THE COUNCIL'S 2014/2015 REVENUE BUDGET STRATEGY</b>	

**REPORT OF THE CABINET**

**AUTHOR: Steve Merritt – Group Director Corporate Services Tel. No. 01443 424026**

**1.0 PURPOSE OF THE REPORT**

The report provides information on the implications for the Council of the local government settlement for 2014/2015. 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 2015.

**2.0 RECOMMENDATIONS**

It is recommended that Members:

- 2.1** Note the written statement from the Minister and the table on the 2014/2015 local government settlement, reproduced at Appendix 1;
- 2.2** Approve Tables 1a and 1b in Section 12 of the report as the basis of allocating resources to the Individual Schools Budget (ISB), to other Council Services, and to meet its corporate financing requirements;
- 2.3** Agree the Council Tax increase for the financial year ending the 31<sup>st</sup> March 2015 is 4.5%;
- 2.4** Agree the Council's overall budget for 2014/2015, in order to set the Council Tax for the forthcoming financial year by the statutory deadline of the 11<sup>th</sup> March 2014;

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### **3.0 BACKGROUND**

- 3.1 At the Council meeting on the 25th September last year, the Council's Section 151 Officer presented the Council's audited accounts, which reported General Fund Balances amounting to £11.204M.
- 3.2 Given the continuing financial pressures the Council is working under, the continuing growth in the quantum of our budget and the potential risks that lie ahead, it remains the 151 Officers view that the Council should hold a minimum of £10M as General Fund Balances, (i.e. its working balance). This is at a level we have held for some years, although this minimum is set in the context of the need for continued strong financial management that is felt to be essential to ensure that the Council maintains financial flexibility and stability going forward. Given the current level of General Fund Reserves, the minimum level required and budget forecasts for this financial year (as reported via the Quarterly Performance Reports), it is seen as acceptable and prudent, to reduce the present General Fund Balance by £1.2M and add this to the "Transitional Funding Reserve" that will be described in more detail below.
- 3.3 Members will be aware that in addition to General Fund Reserves, the Council also holds a number of earmarked reserves that are kept under continuous review and are assessed each year by the Wales Audit Office. Included in these Reserves as at 31st March 2013, is a Medium Term Financial Planning and Service Transformation Reserve (totaling £8.8M) which has been established to support transitional funding as part of the Council's Medium Term Service Planning arrangements, that is, to help smooth the delivery of budget savings over a number of years, whilst still allowing an annual balanced budget to be delivered. Given the proposed additional allocation from General Fund Balances (as per 3.2 above), the total Medium Term Financial Planning and Service Transformation Reserve available to support medium term budget decisions, would equate to £10M.
- 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 important that Members continue to take their fiduciary duty extremely seriously. The challenge, therefore, is to construct a prudent, equitable and fair revenue budget for the financial year ending the 31st March 2015. This must involve an approach which publicly demonstrates sound financial stewardship; which does not take unnecessary risks; which maximises income generation; and which delivers the much needed services that are required and we can afford as well as protecting as many jobs as possible.
- 3.6 For some ten years we have incorporated the key principle of continuing to deliver significant levels of efficiency savings which have

protected jobs and services. This has meant the removal of an “efficiency” sum of over £60M from our base budget. Whilst efficiencies will still be delivered, the level that can be generated without impacting on services has to be set realistically into the medium term.

3.7 Following the establishment of the overall financial position, the Cabinet, assisted by the senior management team was able to commence initial work on its budget strategy for 2014/2015. The broad objectives of next year’s proposed strategy are to:

- (i) Retain the support of the Wales Audit Office for the approach the Council has adopted to securing strong financial management;
- (ii) Continue with the delivery of our key services and protect as many local jobs as possible even with diminishing financial resources; and
- (iii) Take a responsible attitude towards agreeing the level of the Council Tax.

#### **4.0 THE 2014/2015 LOCAL GOVERNMENT SETTLEMENT**

4.1 On the 11<sup>th</sup> December 2013, the Minister for Local Government and Government Business (Lesley Griffiths AM) announced the 2014/2015 local government settlement. The Minister’s statement and key tables are attached at Appendix 1.

4.2 The “headlines” of the final 2014/2015 settlement are as follows:-

- i. The overall decrease in Revenue Support Grant (RSG) and Non-Domestic Rates funding for 2014/2015 (of unhypothecated funding) at an all Wales level, is -3.4% but as reported at Provisional Settlement stage, adjustments for Council Tax Reduction Scheme support and Local Government Borrowing Initiative funding for Highways have not been taken into account and therefore the true adjusted position is a decrease of -3.9%.
- ii. The final settlement for Rhondda Cynon Taf, shows a decrease in funding of -3.1%, though again, as per above, the true adjusted figure is -3.7% which needs to be set against the context of inflation currently running at around +2-3% and significant increases in service demand and subsequent financial pressures.
- iii. The final settlement also includes an indicative decrease of -1.4% for 2015/2016. Significant financial pressures are therefore forecast to continue into the medium term for the Council.

- iv. The final settlement includes the Outcome Agreement Grant outside of RSG. This amounts to £2.504M and will only be received if the Council meets its Outcome Agreement targets.
- v. 'Reported' settlements across the 22 local authorities range from at best -1.0% to at worst -4.6%, the later of which has been held at this level through a damping / floor adjustment applied by Welsh Government. This adjustment ensures that no Council receives a reduction in funding greater than -4.6%. The 'floor' has protected three Councils – Ceredigion, Denbighshire and Powys. This Council's contribution to the floor is £0.404M.
- vi. The Settlement includes a number of stated 'transfers in'. For this Council, these equate to:
  - First Steps Improvement Package - £0.250M
  - Council Tax Reduction Scheme Administration Subsidy - £0.475M
  - Private Finance Initiative - £2.747M
- vii. As yet we have not had all of the detail in respect of the specific grants this Council will receive from the estimated total of in excess of £750M across Wales. This is very important as many of these grants support key services provided by the Council.
- viii. The Council's General Capital Funding allocation is reduced by 1.1% (£0.134M) to £11.194M. The indicative figures show no further cut in 2015/2016.

4.3 The overall impact of the Final settlement, compared with Provisional, is that funding available to the Council has increased by some £0.733M.

## **5.0 RECENT BASE BUDGET UPDATES**

5.1 Budget assumptions used in compiling the "Base Budget" for the Council are constantly being reviewed and updated. In recent weeks a number of adjustments have been identified that will impact on the estimated budget requirement for 2014/2015. These are:

- *Funding provided to Schools* – as part of the review of school admission arrangements (Service Change, phase 1) it has become clear that we are able to amend the basis on which we allocate employee related funding to schools whilst still enabling them to carry out their statutory responsibilities. Consequently the base budget requirement for schools will be reduced by £1.5M.



- *Fire Service Levy* - The Fire Service Levy has reduced by £0.730M from the original assumption used in the budget modelling (letter received 16<sup>th</sup> December 2013). The main reason for this reduction is linked to a population fall for this Council, along with the Vale of Glamorgan, whilst the other eight Councils covered by South Wales Fire Service have seen their populations rise and hence their relative share of the costs increase.
- *Schools Protection* - Following the Final Settlement, further work has now been undertaken to update the protection requirements in respect of schools in line with the Welsh Government's direction. Updated calculations now indicate that full protection can be delivered for £0.700M less than originally estimated.
- *Senior Finance Management Structure* – As per the Council report on the 27<sup>th</sup> November 2013, changes to the Senior Finance Management structure has resulted in a £0.100M saving.
- *Transfers in* – Following review at Final Settlement, the transfer in of “First Steps” grant has been reassessed and has resulted in a £0.250M reduction to base budget requirements.
- *Fees & Charges* – As part of the original ‘Base Budget’ assumptions, Fees and Charges were increased in line with RPI. Given the size of the budget gap faced by the Council over the next 4 years, it is considered not unreasonable to increase Fees and Charges, in total, by an average of 3% above RPI, per annum, during that period. This will deliver in the region of £0.500M additional income in 2014/15 and each subsequent year up to 2017/18.
- *Pensioners Council Tax Reduction Scheme Grant* – It will be noted from the Ministers Statement that the Pensioners Council Tax Reduction Scheme Grant has now been added to the general settlement and that it has been left to individual councils to decide whether they continue to provide the additional payment to pensioners over and above the means tested Council Tax Benefit already paid to them. It is proposed that that for 2014/2015, a maximum of £50 is paid to pensioners over and above their means tested benefit, on condition that they have a remaining liability of £50 or more; or equalling the value of their remaining liability if it is less than £50. It is also proposed that this scheme does not continue beyond 2014/15. For information, the maximum individual payment in the current year, i.e. 2013/2014, is just over £90. The total cost of this proposal is £0.200M in 2014/2015.
- *Additional Highway Maintenance* – The Council for a number of years has supplemented the capital monies it spends on highways maintenance, again for 2014/2015 it is proposed to

support £0.4M in capital expenditure and to utilise prudential borrowing funded from the removal of the second Council car.

- 5.2 In total, the measures listed above in 5.1, plus other minor amendments will mean that the funding gap for 2014/2015 is reduced from £19.6M (at Provisional Settlement) to £15.2M and the estimated four year gap is reduced to £64.2M

## **6.0 THE FINANCIAL IMPLICATIONS OF THE 2014/2015 SETTLEMENT FOR RHONDDA CYNON TAF**

- 6.1 The settlement indicates that our 2014/2015 RSG and NDR funding will total £367.332M, including the support for the Council Tax Reduction Scheme.

- 6.2 In anticipation of the 2014/2015 local government settlement, the Council's service managers have constructed base budget requirements for next financial year. Those initial calculations provided for:-

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

- 6.3 The aggregate outcome of Points 6.1 and 6.2 above, including a Council Tax increase set at 4.5%, using the final tax base for 2014/2015, would produce an initial gap between required and available resources of some £14.4M.

## **7.0 DEVELOPING AN EQUITABLE, DELIVERABLE AND BALANCED BUDGET FOR 2014/2015**

- 7.1 It will not be easy for us to develop an equitable and deliverable revenue budget strategy given the -3.7% cut in funding from the Welsh Government and the significant pressure upon many of our services together with a limited ability to increase Council Tax income, and a low tax base. Within these parameters, we will therefore need to take appropriate decisions to ensure that next year's budget is equitable for all, does not compromise our financial stability, and if at all possible protects as many key services and safeguards as many jobs as we can.

- 7.2 The Council's overall financial position was highlighted in Section 3 of the report and it is vital that the strategy adopted for 2014/2015, takes account of the importance of sound financial management, including the level of General Fund balances and appropriate use of the "Medium Term Financial Planning and Service Transformation Reserve" as

transitional funding, whilst targeting any available resources toward our high priority, customer-focused public services.

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

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

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

7.5 The initial net budget position following on from the above is a “funding gap” of some £14.4M. It is also estimated that the gap will rise over four years to an estimated £63.4M if our base budget is not reduced. It is proposed that this exercise is dealt with in two parts – firstly, setting the schools budget, and secondly assessing the options for filling any remaining gap for 2014/2015.

## **8.0 THE INDIVIDUAL SCHOOLS BUDGET (ISB)**

8.1 How the Council deals with the allocation of resources to be delegated to local Schools’ budgets will, as always, be particularly important.

8.2 Members have always viewed our schools as being a key priority and have ensured that they have been treated favourably in comparison with other council services. The Council also has to give due regard to the direction by Welsh Government to protect Schools by requiring a funding increase of 0.9% as compared to the decrease of -3.7% faced by the Council as a whole. The net effect of delivering the Welsh Government’s expectations is that schools will contribute nothing towards bridging the overall funding gap of £14.4M.

8.3 It will then be for schools’ governing bodies to manage the service implications in the same way that Cabinet has to do with the rest of the Council budget, but in the knowledge that they have received funding at a level well above the Welsh Government’s 2014/2015 local government settlement.

8.4 As previously referenced, this Council’s settlement from WG was a decrease in resources of 3.7%. In cash terms our schools will receive well over £4M more than they would have if they had been treated in line with other council services.

## **9.0 BALANCING THE BUDGET**

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9.1 The position after allowing for the Welsh Government's required treatment of schools, leaves a gap of £14.4M.

9.2 Following careful consideration, the following approach is recommended:

- *Efficiencies* - It is proposed that a further tranche of £4M of efficiency savings is sought. This will mean that since 2004/2005 the budget has been reduced by over £64M (in the region of 15% of the base budget) without cutting frontline services or introducing compulsory redundancies.
- *Service Cuts and Charges* – The gap remaining after the introduction of efficiencies and the decision on the level of school support is £10.4M. The significance of this funding gap, and taking account of the financial outlook into the medium term, necessitates that cuts/changes to services, plus increased charges for services will have to be introduced to deliver a sustainable budget over the short and medium term. At present there are two phases of budget reduction proposals documented and at various stages of consideration. Phase 1 proposals have now been determined by cabinet for implementation and will provide a full year saving of £7.6M, with the part year saving for 2014/15 being £5.2M. Agreement to proceed to consultation stage on Phase 2 proposals has been approved by cabinet and subject to this consultation, could deliver a full year saving of £3.9M.
- *Medium Term Financial Planning and Service Transformation Reserve (Transitional Funding)* – Notwithstanding the need to make service cuts / changes and charging decisions within a reasonable timeframe, robust analysis is needed to ensure that the right decisions are made. In addition, it is recognised that some decisions have longer lead in times than others. However, the Council does as previously indicated, have a “Medium Term Financial Planning and Service Transformation Reserve” available that can provide transitional resources to temporarily bridge any remaining gap. For 2014/15 the amount of transitional resources required to deliver a balanced budget is £5.2M. The opportunity to employ such transitional funding does of course need to be considered only as a short term solution and permanent cuts/changes plus possibly additional charges for services will have to be introduced to deliver base budget reductions.

9.3 Delivery of the range of actions proposed in paragraph 9.2, will provide a balanced budget for 2014/2015.

## **10.0 Service Priorities**

- 10.1 Even within this period of significantly reducing resources and hence financial pressure on all services, this Council remains committed as far as it possibly can to continue to deliver its key services, stronger communities and social justice. Above all we want to make Rhondda Cynon Taf a safer, healthier and wealthier place to live, work and learn.
- 10.2 However, we must deliver our objectives within the parameters of next year's local government settlement. For next year and into the medium term any available resources should be targeted at key service areas. Part of the first stage General Budget Consultation exercise has been to test the appropriateness of our key strategic priorities (our Wales Programme for Improvement (WPI) priorities). Feedback has been clear that these should remain our priorities, acknowledging the limited resources available.

## **11.0 THE 2014/2015 GENERAL BUDGET STRATEGY CONSULTATION PROCESS**

- 11.1 Our General Budget Strategy Consultation approach this year has been amended to reflect the significant consultation activity already undertaken in relation to the Phase 1 Service Change proposals, and the next round of consultation activity for Phase 2 proposals. Given the degree of detailed service consultation undertaken, the General Budget Strategy consultation has been streamlined to focus on strategic service priorities, Council Tax levels and the discretions applicable in the Council's Council Tax Reduction Scheme design.
- 11.2 The consultation process for 2014/2015 was again in two stages, allowing consultees an opportunity to comment on the 2014/2015 local government settlement, as it affects Rhondda Cynon Taf, prior to Cabinet considering its initial budget strategy.
- 11.3 After the Cabinet itself had reflected on the local government settlement, and taken into account the feedback from the first stage of the Council's consultation exercise, it formulated its initial 2014/2015 revenue budget strategy. That initial strategy was then released, immediately, to all the consultees, for further consideration (i.e. Stage II).
- 11.4 Finally, Cabinet considered the results of the second stage of the consultation exercise, prior to it recommending this revenue budget strategy to the Council. A summary of the views expressed during the second stage consultation exercise are included at Appendices 2 to 4.

## **12.0 THE 2014/2015 MACRO REVENUE BUDGET**

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- 12.1 In England the Government has set aside monies to support Councils there who may wish to set very low levels of Council Tax - this is not the case in Wales.
- 12.2 In arriving at a sensible strategy for 2014/2015, 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 **4.5%**.
- 12.3 Table 1a below illustrates how the revenue resources available to the Council could be utilised, in order to restrict the Council's 2014/2015 Council Tax increase to 4.5%:

**Table 1a: Suggested Resources in 2014/2015**

	<b>(£M)</b>
2014/2015 Net Revenue Spending	465.603
<b>LESS:</b> Revenue Support Grant & NNDR Contribution	367.332
Sub total	98.271
<b>LESS:</b> Outcome Agreement Grant	2.504
<b>LESS:</b> Release of Earmarked Reserves	5.216
<b>To be met from Council Taxpayers</b>	<b>90.551</b>

- 12.4 Table 1b below, shows the overall effect on services of applying the principles of the Cabinet's recommended 2014/2015 budget strategy.

**Table 1b: Application of the 2014/2015 Outline Budget Strategy**

BUDGET REQUIREMENTS	2013/2014	2014/2015	Increase / (Decrease)
	£M	£M	£M
<b><u>Corporate requirements</u></b>			
Capital financing	24.261	24.042	(0.219)
Levies	12.175	11.689	(0.486)
Council Tax Reduction Scheme	22.061	23.504	1.443
Miscellaneous	14.174	9.228	(4.946)
	<b>72.671</b>	<b>68.463</b>	<b>(4.208)</b>
<b><u>Individual Schools budget (ISB)</u></b>			
Individual Schools Budget	140.896	140.371	(0.525)
<u>Other Council Services</u>			
<b><u>Community &amp; Children's Services</u></b>	124.178	125.450	1.272
<b><u>Corporate Services &amp; Chief Executive's Division</u></b>	32.327	32.571	0.244
Education & Life Long Learning Services	37.846	35.160	(2.686)
Environmental Services	61.285	63.588	2.303
<b>Net Revenue Spending</b>	<b>469.203</b>	<b>465.603</b>	<b>(3.600)</b>

### **13.0 COUNCIL TAX LEVELS**

- 13.1 Because of the (Council Tax) gearing effect in Rhondda Cynon Taf, a 1% increase in the Council Tax would raise only an extra £0.641M for the Council (after the impact of increased costs of Council Tax Reduction Scheme) . Put another way, to balance the budget without the use of earmarked reserves (£5.216M) would result in an additional Council tax increase of just over 8% above that proposed (a total increase of 12.5%). In any event, any excessive increase would no doubt result in intervention by the Minister for Local Government and Government Business (Lesley Griffiths AM). Taking all this into account and the impact upon Council Tax payers and services levels an increase of 4.5% is proposed.
- 13.2 This proposed increase of 4.5% equates to just over £1 per week for someone living in a Band D property, and 69p for a person living in a Band A home. 43% of properties in Rhondda Cynon Taf are Band A.

### **14.0 SPECIFIC GRANTS**

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

## **15.0 EQUALITY IMPACT ASSESSMENT**

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

## **16.0 CONCLUSIONS**

- 16.1 The Council's overall financial position remains sound, with the level of General Reserves maintained at the minimum level of £10M.
- 16.2 The Minister for Local Government and Government Business (Lesley Griffiths AM), announced the 2014/2015 local government settlement on the 11<sup>th</sup> December 2013 with this Council's reduction in resources set at -3.7%.
- 16.3 The Cabinet's proposals properly address the corporate financial requirements of the Council and, after allocating an adequate financial uplift to the Individual Schools Budget, the sum £325.232M would remain to fund all other services in 2014/2015. This resource can then be used to adequately fund pay increases and to support our key priorities.



- 16.4 As in the current year, Service Groups must adopt a vigorous procurement strategy to offset the effects of price inflation on non-employee related budgets.
- 16.5 The Cabinet has recommended setting 2014/2015 revenue spending at a level that will result in a Council Tax increase of 4.5%, for the financial year ending the 31st March 2015.
- 16.6 Whilst the Council's overall financial position remains sound, its level of General Fund Balances are not excessive. The Council must, therefore, retain its focus on holding a minimum level of General Fund Balances of £10M, in order to mitigate any risk of future budget instability. There is though the opportunity to pragmatically use the Medium Term Financial Planning and Service Transformation Reserve as transitional funding without prejudicing the Councils financial stability, or reducing our General Fund Balances below £10M.
- 16.7 Whilst the use of some £5.2M of transitional funding has been used to produce a balanced budget for 2014/2015, ongoing reliance on this funding source is clearly not a sustainable strategy. Important and very difficult decisions will need to be made by Members over the next year or so to ensure the Council still delivers its core services into the future.
- 16.8 There will be a need for positive and proactive management from senior officers and clear direction from Members to produce a financially sustainable budget into the medium term in this extremely difficult financial climate.

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**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**MUNICIPAL YEAR 2013-2014**

**COUNCIL**

26<sup>th</sup> March 2014

<b>Item No. 7</b>
<b>THE COUNCIL'S THREE YEAR CAPITAL PROGRAMME 2014/15 - 2016/17</b>

**REPORT OF THE CABINET**

**AUTHOR : STEVE MERRITT, GROUP DIRECTOR CORPORATE  
SERVICES (01443) 424026**

**1.0 PURPOSE OF REPORT**

1.1 This report sets out the Council's proposed Capital Programme for 2014/15 to 2016/17, following the local government settlement for 2014/15.

**2.0 RECOMMENDATIONS**

It is recommended (subject to Cabinet approval on the 19<sup>th</sup> March 2014) that Members:

**2.1 Note the detail of the final 2014/15 local government settlement for capital expenditure, reproduced at Appendix 1;**

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

2.3 Agree the three-year Capital Programme, detailed at Appendix 3.

**3.0 BACKGROUND**

3.1 Members will be aware that each year the Council is allocated a sum of unhyphocated "Supported" borrowing and General Capital Grant from the Welsh Government (WG). Details of the allocation for 2014/15 are shown at Appendix 1. The level of funding has decreased since 2010/11 as shown below.

Year	WG Capital Support
2010/11	£17.306M
2011/12	£13.856M
2012/13	£12.828M
2013/14	£11.328M
2014/15	£11.194M

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

3.3 WG has not projected any further reduction in funding for 2015/16 and there has been no indication of funding levels for 2016/17.

#### **4.0 ROLLING ON THE EXISTING 'CORE' THREE YEAR PROGRAMME**

4.1 The existing programme for 2014/15 and 2015/16 proposed the use of £15.934M of 'Core' funds. The 'Core' three year programme is funded from WG support, Capital Receipts and Capital Reserves.

4.2 Notwithstanding the reductions in WG capital support, we have been able to maintain our core programme at the same level as 2013/14 (£15.934M) albeit with the recognition that to do so over the course of the current 3 year programme could result in a potential shortfall in resources of approx £1M given current capital receipt projections. At this stage and given the uncertainties, it is proposed to maintain the core programme at the existing level with the requirement for us to firmly review and challenge any commitments made into years two and three, to robustly monitor capital receipt projections and to position ourselves to respond as greater certainty emerges.

4.3 A review of the current 2014/15 and 2015/16 programme shows that of the projected core spend of approximately £38M, only £4.6M is currently contractually committed to be spent.

4.4 Section 5 below details the proposed core programme for 2014/15 to 2016/17 at £15.9M per annum. This still represents a significant investment of almost £48M over the next 3 years.

4.5 The Council's Revenue budget strategy has identified revenue funding to support a further £0.4M of capital expenditure to help maintain the infrastructure of our roads.

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

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**5.0 THE THREE YEAR CAPITAL PROGRAMME 2014/15 – 2016/17**

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

**CORPORATE SERVICES GROUP AND CHIEF EXECUTIVE'S DIVISION**

- 5.2 The latest Council Performance Report (Quarter 3, as at the 31<sup>st</sup> December 2013) projects full year capital spend of £10.069M for Corporate Services and the Chief Executive's Division (including Corporate Initiatives) in 2013/14.
- 5.3 The total resources for 2014/15, as outlined in the proposed three-year Capital Programme is £9.247M (of which £1.120M relates to Corporate Services, £1.701M to Corporate Initiatives and £6.426M to Chief Executive's).

**REGENERATION & PLANNING**

- 5.4 The Council's Capital Programme continues to provide a long term funding commitment to the economic regeneration of the County Borough and in doing so support one of the Council's current priority areas for improvement, 'Regeneration Of Our Communities – Physical Regeneration'.
- 5.5 Throughout 2014/15, the Council will continue to deliver its long term programme of Town Centre Regeneration works, as well as the regeneration of Pontypridd Lido, supported via Council and external funding sources.
- 5.6 In addition to the above, sustained investment has been maintained across a range of funding streams for local businesses and partners to access, with the aim of targeting resources to improve the standard of premises (internal and external) and support the design and delivery of projects.

**CORPORATE INITIATIVES**

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

**EDUCATION AND LIFELONG LEARNING DIRECTORATE**

- 5.8 The latest Council Performance Report (Quarter 3, as at the 31<sup>st</sup> December 2013) projects full year capital spend of £44.934M for Education and Lifelong Learning in 2013/14.

- 5.9 The total resources available to Education and Lifelong Learning for 2014/15, as outlined in the proposed three-year Capital Programme is £36.610M.

## **SCHOOLS**

- 5.10 Throughout 2014/15, the Council will continue to deliver its long term programme of capital investment in schools, supported via Council and external funding sources, including the Aberdare Community School development. This project entails building a new 11-19 secondary school with a capacity for 1,600 pupils on the Ynys site in Aberdare with community sporting and leisure facilities funded by Rhondda Cynon Taf Council. Three secondary schools namely Aberdare High School, Aberdare Girls School and Blaengwawr Comprehensive School will close and pupils will be transferred to the new school.
- 5.11 Members will be aware that on 15<sup>th</sup> December 2008 Cabinet agreed to the introduction of a School Modernisation Strategy. The Education and Lifelong Learning capital programme has subsequently been reviewed to ensure resources are aligned to meet this strategy and in doing so, support another of the Council's current improvement priorities, 'A Top Quality Education for All'.

## **PLANNED MINOR CAPITAL WORKS**

- 5.12 The planned capital minor works programme allocation for 2014/15 is £8.176M. This includes £7.845M of core capital funding (including slippage) and £0.331M of revenue funding. The allocation includes an on-going rolling programme for kitchen refurbishments, window & door replacements, essential works, electrical rewiring, fire alarm upgrades, toilet refurbishments, DDA compliance works, boiler replacement, roof renewal, improvements to schools, asbestos remediation works and IT hardware/software & licences.
- 5.13 Cabinet will receive a supplementary report detailing proposals of works for consideration within the above mentioned programme.

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

- 5.14 The latest Council Performance Report (Quarter 3, as at the 31st December 2013) projects full year capital spend of £8.784M for Community and Children's Services in 2013/14.
- 5.15 The total resources available to Community Services for 2014/15, as outlined in the proposed three year Capital Programme is £6.763M.

## **COMMISSIONING, HOUSING & BUSINESS SYSTEMS**

### **Modernisation Programme (Adults & Children's)**

- 5.16 The budget of £0.410M in 2014/15, £0.305M in 2015/16 and 2016/17 for Adults & Children's Services will continue to fund the essential

refurbishment and improvement works to the Council's Adult & Children's Services establishments, in line with care standards and health & safety legislation. Grant funding for the Flying Start Programme of £0.105M is included in the above allocations for 2014/15.

### **Asbestos**

- 5.17 The three year programme includes a budget of £0.045M per annum for Asbestos removal. This allocation aims to ensure that sufficient funding is in place to carry out the removal of asbestos within the Council's Adult & Children's Services establishments, when it is identified during essential refurbishment and improvement works which are carried out within the Group's modernisation programme.

### **Telecare (including Carelink)**

- 5.18 The three year programme identifies a budget of £0.200M per annum for Telecare Services (inclusive of £0.050M for Carelink). The allocation aims to ensure that the Council continues to meet expected demand for services over the term of the programme and reflects the Council's support to deliver another of its current improvement priorities, 'Maintaining People's Independence – supporting adults and older people to live independently'.

### **PRIVATE SECTOR HOUSING**

- 5.19 The proposed private sector housing programme reflects previously agreed strategic investment priorities that contribute to the Council's improvement priority area of 'Regeneration Of Our Communities – Physical Regeneration' and in particular, ensuring a range of good quality housing is available across the County Borough. An annual investment of £6.1M is planned within this area and will be utilised to support the following services.

### **Disabled Facilities Grants (DFG's)**

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

### **Maintenance Repair Assistance Grant (MRA's)**

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

## **Renovation Grants Exceptional Circumstances**

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

Community Regeneration

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

## **ENVIRONMENTAL SERVICES**

- 5.24 The latest Council Performance Report (Quarter 3, as at the 31<sup>st</sup> December 2013) projects full year capital spend of £23.248M for Environmental Services in 2013/14.
- 5.25 The total resources available to Environmental Services for 2014/15, as outlined in the proposed three year Capital Programme is £18.833M.
- 5.26 In addition to 'Core funds' the Local Government Borrowing Initiative (LGBI) allows the Council to borrow £3.470M in 2014/15. Highways Asset Management Plans have been completed and submitted to WG by all Welsh local authorities to support this investment.

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

### **Highways Technical Services**

- 5.27 A budget of £2.379M is to be allocated to the next phase of the Council's Highways Improvement programme and in doing so support the Council's current improvement priorities 'Streetcare services and the natural environment – a cleaner, greener County Borough'.
- 5.28 £1.500M has been allocated to Structures to address major structural repairs.
- 5.29 £0.450M has been allocated to enhance the present programme associated with the replacement and upgrading of the Councils life expired concrete & steel lighting columns supplied via overhead lines.
- 5.30 £0.100M has been allocated to implement a programme associated with the testing/repairing of the Councils safety barriers/fencing infrastructure.
- 5.31 £0.749M has been allocated for the upgrading of the Councils adopted footway network.

- 5.32 £0.200M budget has been allocated to undertake minor drainage works
- 5.33 £0.050M budget has been allocated for Road Studs and £0.019M for Disabled Access.
- 5.34 £0.400M additional capital resources has been allocated for essential Highway Improvement repairs.

### **Strategic Projects**

- 5.35 Transport Grant has yet to be approved for 2014/15.
- 5.36 WG have introduced the Local Transport Fund to replace the Regional Transport Grant. A bid has been submitted for funding to deliver a number of projects. The bid process relates to both capital and revenue Road Safety Funding.
- 5.37 The major Drainage schemes for 2014/15 are the four new Flood Alleviation schemes at Nantgwawr (Aberaman), Nantylfedw, Bwllfa Road (Cwmdare) and Nant Cae-dudwg. Convergence funding has been approved and bids have been submitted to WG for Land Drainage Grant in addition to RCT funding. The projects have a total cost of £2.5M.
- 5.38 Welsh Government has approved funding for the Albion Lower Tip Stabilisation scheme with spend for 2014/15 at £0.967M.
- 5.39 A separate report on proposed schemes for Highways, Transportation & Strategic Projects will be presented to Members shortly.

## **LEISURE AND CULTURAL SERVICES**

### **Leisure Centres**

- 5.40 "Core" funding of £0.090M has been allocated for essential works at Leisure Centres.

### **Parks & Countryside**

- 5.41 The rolling programme of £0.110M continues for Parks Improvements. Also included in the programme is £0.159M allocated for Play Areas for 2014/5 and £0.050M for the following two financial years.

## **PUBLIC HEALTH AND PROTECTION**

### **Environmental Health**

- 5.42 The rolling programme of £0.135M continues for Cemeteries Improvements.



### **Community Safety**

- 5.43 The rolling programme of £0.075M is aimed at improving safety within our estates e.g. CCTV, Traffic Calming, Removal of Asbestos etc.

### **STREETCARE**

#### **Fleet**

- 5.44 The 3 year rolling programme for replacement vehicles continues. The 3 year allocation is £13.579M.

### **GROUP DIRECTORATE**

- 5.45 Included in the rolling programme is a budget of £0.200M for Group Directorate Buildings & £0.030M for Asbestos Remediation works.

## **6.0 CONCLUSIONS**

- 6.1 The three year Capital Programme is a key component of the overall Medium Term Financial Planning and Resources Strategy for this Council. Targeted capital investment can make a significant impact on service delivery and used effectively, is able to underpin the Council's improvement priorities, where relevant.
- 6.2 This report sets out the capital investment priorities for the Council through to March 2017. Notwithstanding the necessity to reduce our core programme in recent years as a consequence of WG funding reductions, it still represents an ambitious and significant level of investment (£113M) over the next 3 years.
- 6.3 The programme includes some element of slippage but this is subject to changes when the 2013/14 accounts are finalised. Any changes to slippage will be reported to Members in the next quarterly performance report.
- 6.4 Inevitably as the year progresses, changes will be made to the programme, for example where new schemes can be supported by specific grants. Approval from Members will be sought as these opportunities arise throughout 2014/15.

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

### **AUTHORITY PROFILE**

## **RHONDDA CYNON TAF CBC - A PROFILE**

Rhondda Cynon Taf CBC was formed in 1996 from the three districts of the former Mid Glamorgan County Council, and is the third largest unitary authority in Wales in population terms, with a total of 234,410 living in the area. The County Borough Council occupies an area of 42,000 hectares in the South Wales Valleys stretching from the Brecon Beacons in the North to Cardiff in the South.

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

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

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

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**BUDGET**

**2014/15**

**BUDGET**  
**2014/15**  
**SUMMARY**

## **AUTHORITY WIDE BUDGET SUMMARY**

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

### **General Fund Revenue Expenditure**

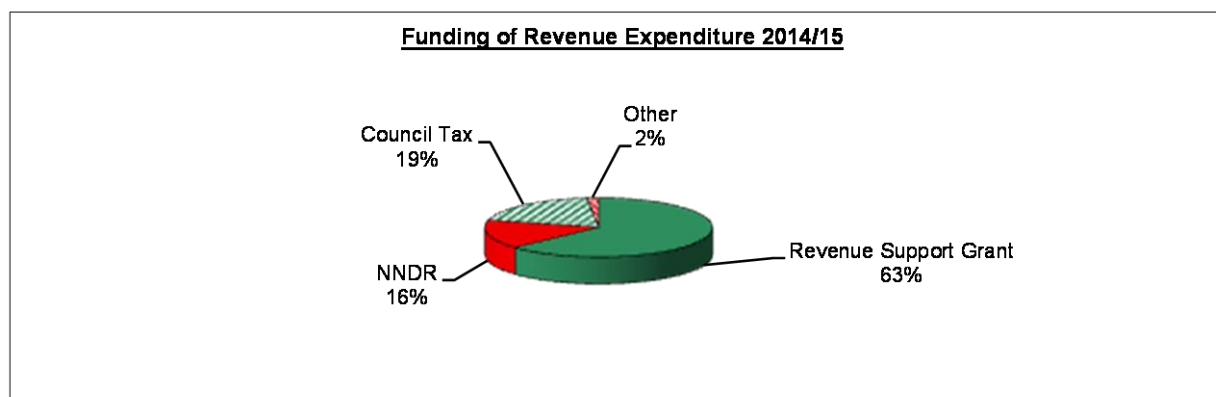
The final local government settlement figures for 2014/15, after adjusting for transfers of expenditure responsibilities, saw a reduction in RSG and NNDR funding of -3.7%. With a Council Tax increase of 4.5%, the Council's Net Revenue Budget for 2014/15 was set at £465.603M.

The total amount to be collected from Council Tax payers to support the Council's expenditure is £90.551M.

### **The 2014/15 Budget Requirement**

	<b>(£M)</b>
2014/2015 Net Revenue Spending	465.603
<b>LESS:</b> Revenue Support Grant & NNDR Contribution	367.332
Sub total	98.271
<b>LESS:</b> Outcome Agreement Grant	2.504
<b>LESS:</b> Release of Earmarked Reserves	5.216
<b>To be met from Council Taxpayers</b>	<b>90.551</b>

This is further illustrated in the chart below.



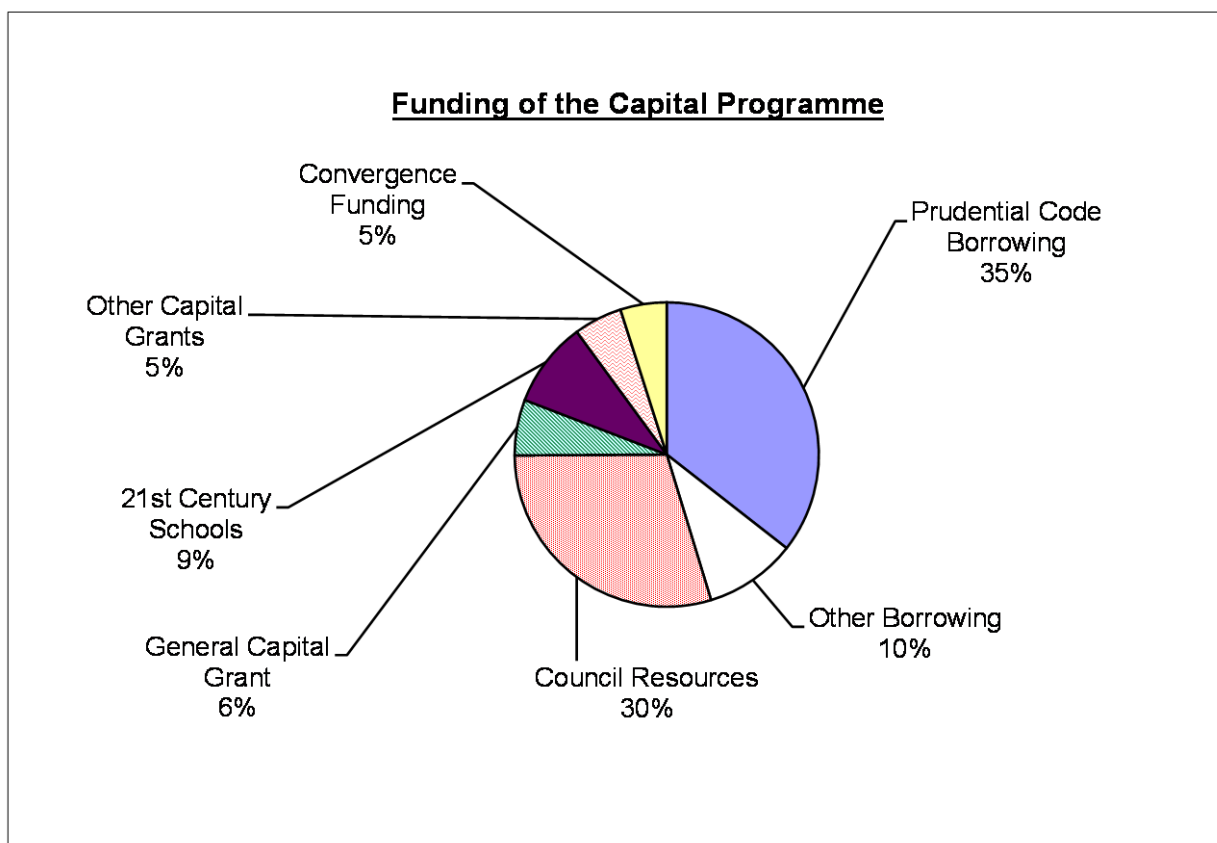
Further details on the Authority Wide Budget can be found on the following pages.

**Capital Expenditure**

The funding of the Capital Programme for 2014/15 is detailed in the table below.

	<b>£M</b>
Prudential Code Borrowing	25.402
Other Borrowing	6.959
Council Resources	21.162
General Capital Grant	4.235
21st Century Schools	6.500
Other Capital Grants / Third Party Contributions	3.680
Convergence Funding	3.515
<b>2014/15 Capital Programme</b>	<b>71.453</b>

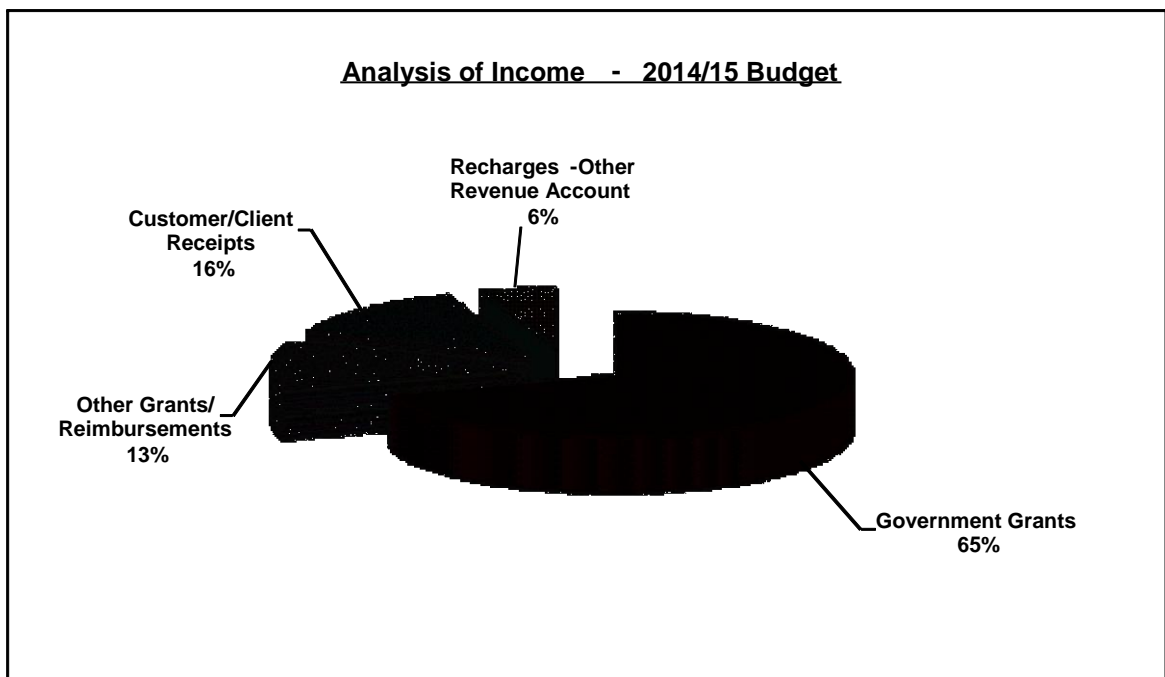
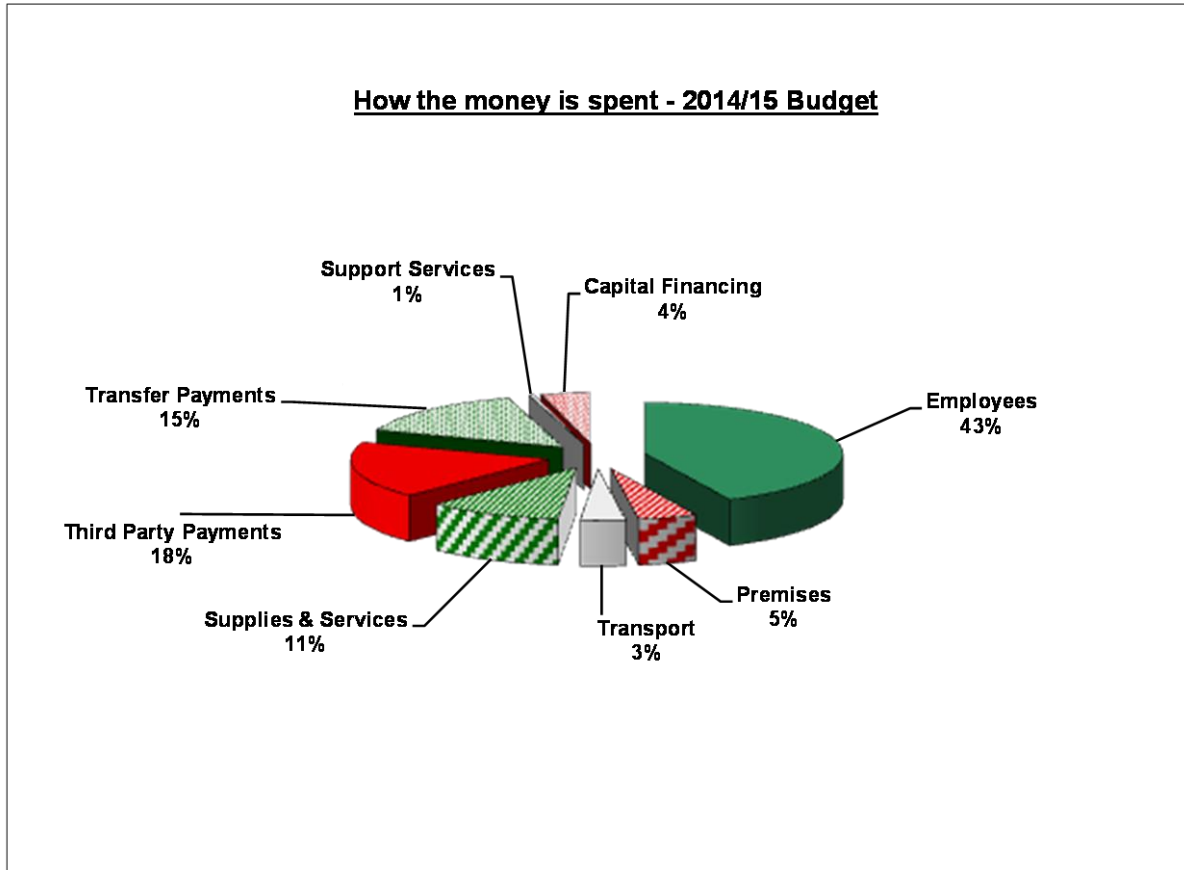
This is further illustrated in the chart below.



A summary of the 3 Year Capital Programme for the Authority is provided at the end of this section and detailed within subsequent sections for each Group.

**GENERAL FUND REVENUE EXPENDITURE**

The Net Revenue Budget for the Authority for 2014/15 amounts to £465.603M. Gross expenditure is estimated at £676.455M and this is analysed by expenditure type in the chart below.





**GENERAL FUND REVENUE : TYPE OF SPEND**

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
120.004	Burnham	114.353
37.417	NJC Manual Workers	35.789
0.048	JNC B & CE	0.048
0.980	JNC Blind Workshops	0.983
0.647	JNC Engineering Craftsmen	0.660
121.768	NJC APT&C	122.259
1.441	Soulbury	1.665
5.620	JNC Chief Officers	5.457
1.399	JNC Youth Leaders	2.362
6.371	Other	6.976
<b>295.695</b>		<b>290.552</b>
	<b><u>Premises</u></b>	
8.156	Repairs & Maintenance	8.253
0.740	Maintenance of Grounds	0.634
6.855	Energy	7.369
2.005	Rents	1.929
5.859	Local Tax	5.950
0.724	Water	0.718
4.889	Cleaning/Domestic	7.389
0.052	Insurance	0.253
0.141	Other	0.119
<b>29.421</b>		<b>32.614</b>
	<b><u>Transport</u></b>	
9.083	Direct Transport	8.320
13.799	Contract Hire	13.428
0.468	Public Transport	0.552
2.304	Car Allowances	2.223
0.225	Other	0.246
<b>25.879</b>		<b>24.769</b>
	<b><u>Supplies &amp; Services</u></b>	
19.102	Equipment/Materials/Furniture	18.130
4.424	Communications/Computing	4.129
4.454	Provisions	4.247
1.569	Printing/Stationery	1.381
0.999	Advertising	0.650
0.067	Members Expenses	0.068
5.736	Grants & Subscriptions	5.648
27.873	Services	27.185
12.284	Miscellaneous	10.852
2.869	Other	1.958
<b>79.377</b>		<b>74.248</b>
	<b><u>Third Party</u></b>	
6.151	Rendered by Other Local Authorities	6.622
35.909	Rendered by Voluntary Organisations	36.329
47.788	Rendered by Private Contract	47.866
2.067	Supporting People	5.198
13.664	Foster Care	13.842
8.517	Transport	8.563
0.104	Structural	0.107
0.365	Cyclic	0.307
0.366	Safety Aids	0.374
0.055	Winter Maintenance	0.056
2.386	Street Lighting	2.487
0.012	Highways Drainage	0.012
0.100	Other	0.102
<b>117.484</b>		<b>121.865</b>

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
	<b><u>Transfer Payments</u></b>	
1.419	School Children/Students	1.501
96.701	Housing Benefits	100.789
<b>98.120</b>		<b>102.290</b>
	<b><u>Support Services</u></b>	
4.990	Recharges	2.761
<b>4.990</b>		<b>2.761</b>
	<b><u>Capital Financing</u></b>	
2.782	Other	1.701
23.836	Capital Charges	25.655
<b>26.618</b>		<b>27.356</b>
<b>677.584</b>	<b>Total Expenditure</b>	<b>676.455</b>
	<b><u>Income</u></b>	
-133.591	Government Grants	-136.320
-27.879	Other Grants/Reimbursements	-28.026
-31.394	Customer/Client Receipts	-33.220
-0.015	Interest	-0.105
-15.502	Recharges – Other Revenue Account	-13.181
<b>-208.381</b>	<b>Total Income</b>	<b>-210.852</b>
<b>469.203</b>	<b>NET REVENUE BUDGET 2014/2015</b>	<b>465.603</b>

**Note**

**Prior year (2013/2014) figures are provided for information. The effect of certain accounting changes and changes in function responsibility has distorted comparisons between years.**

**GENERAL FUND REVENUE : SERVICES PROVIDED**

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Community &amp; Children's Services</u></b>	
71.562	Adult Services	71.063
41.761	Children's Services	42.858
10.879	Commissioning, Housing & Business Systems	11.641
<b>124.202</b>		<b>125.562</b>
	<b><u>Education &amp; Lifelong Learning</u></b>	
14.036	School Effectiveness & Inclusion	16.862
16.828	Resources & Community Learning	16.979
148.602	Delegated Schools	141.690
<b>179.466</b>		<b>175.531</b>
	<b><u>Environmental Services</u></b>	
17.610	Highways, Transportation & Strategic Projects	17.771
5.940	Public Health & Protection	5.755
21.185	Streetcare	22.902
13.336	Leisure & Culture	13.279
3.214	Group Directorate	3.313
<b>61.285</b>		<b>63.020</b>
	<b><u>Chief Executive's Division</u></b>	
4.043	Human Resources	4.020
1.914	Chief Executive	2.590
3.133	Regeneration & Planning	2.810
<b>9.090</b>		<b>9.420</b>
	<b><u>Corporate Services</u></b>	
6.151	Financial Services	6.598
3.981	ICT	4.341
4.111	Legal & Democratic Services	3.772
4.947	Corporate Estates Management	4.849
0.161	Group Management	0.147
0.645	Procurement	0.645
2.493	Customer Care	2.472
<b>22.489</b>		<b>22.824</b>
<b>396.532</b>	<b>Total Group Budgets</b>	<b>396.357</b>
	<b><u>Corporate Budgets</u></b>	
24.261	Capital Financing	23.766
12.175	Levies	11.665
13.794	Miscellaneous	9.931
0.380	NNDR Relief	0.380
22.061	Council Tax Reduction Scheme	23.504
<b>72.671</b>	<b>Total Corporate Budgets</b>	<b>69.246</b>
<b>469.203</b>	<b>TOTAL REVENUE BUDGET</b>	<b>465.603</b>

**THREE YEAR SUMMARY CAPITAL PROGRAMME**

GROUP	TOTAL COST OF SCHEMES (incl historic spend)	BUDGET		
		2014/15	2015/16	2016/17
	£M	£M	£M	£M
<b>Community &amp; Children's Services</b>				
General Programme	16.028	0.655	0.550	0.550
Private Sector Housing	136.030	6.108	6.108	6.108
<b>Education &amp; Lifelong Learning</b>				
Schools	78.677	28.434	2.639	0.221
Supplementary Capital Programme	59.258	8.176	4.967	4.991
<b>Environmental Services</b>				
Highways, Transportation and Strategic Projects	262.518	9.467	1.870	1.810
Leisure & Culture Services	16.984	0.368	0.250	0.250
Public Health & Protection	4.731	0.214	0.210	0.210
Streetcare	25.060	8.554	3.607	1.418
Group Directorate	4.178	0.230	0.230	0.230
<b>Chief Executive's Division</b>				
Regeneration & Planning	36.156	6.426	1.002	0.800
<b>Corporate Services</b>				
Corporate Estates	6.655	0.150	0.200	0.200
Finance Services	10.221	0.670	0.700	0.700
Customer Services	1.452	0.300	0.000	0.000
<b>Corporate Budgets</b>				
Corporate Initiatives	14.306	1.701	0.930	0.930
<b>TOTAL CAPITAL BUDGET</b>	<b>672.254</b>	<b>71.453</b>	<b>23.263</b>	<b>18.418</b>

\* The 2014/2015 estimates include estimated slippage from 2013/2014 and additional grant aided schemes that were known when the 3-year programme was agreed.

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

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

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

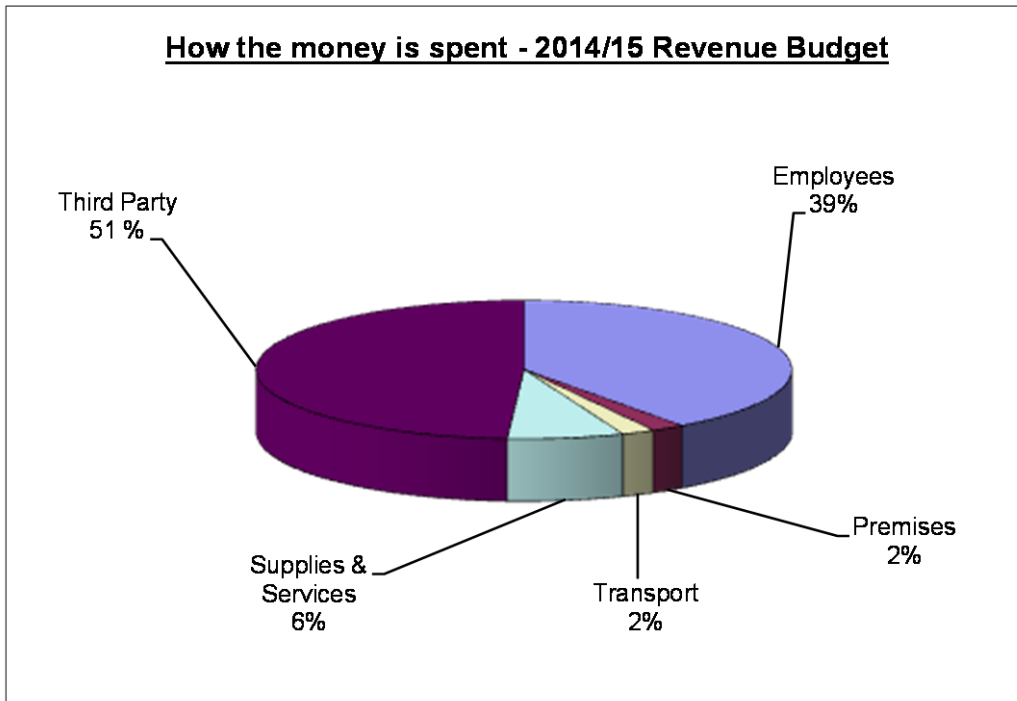
- Adult Care Services
- Children's Services
- Commissioning, Housing & Business Systems

A summary of the total resources available for the Community Services Group in 2014/15 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	6.763	0.000	6.763
General Fund Revenue	185.358	-59.796	125.562
<b>Total</b>	<b>192.121</b>	<b>-59.796</b>	<b>132.325</b>

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

The Net Revenue Budget for the Community & Children's Services Group for 2014/15 amounts to £125.562M, Gross expenditure is estimated at £185.358M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £59.796M reduces net expenditure to £125.562M. A detailed analysis of how this money will be spent can be found on the subsequent pages within this section.

### Specific Revenue Grants 2014/15

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	Subsidisation of Employment of Disabled Workers in Sheltered Workshops	0.452
Macmillan Cancer	Macmillan Welfare Benefits Adviser	0.036
Welsh Government	Autistic Spectrum Disorder (ASD) Strategic Action Plan	0.040
	Communities First Grant	5.107
	Community Focussed Schools Childcare Grant	0.165
	Families First - Fframwaith Partnership (Former Cymorth Fund)	3.225
	Flying Start	5.318
	Foundation Phase	0.135
	Housing Benefit (HB) Subsidy Bed & Breakfast (B&B) Scheme	0.286
	Integrated Family Support Service Grant	0.550
	Language & Play Grant	0.105
	Social Care Workforce Development Programme (SCWDP)	0.626
	Supporting People Grant	9.593
	Youth Crime Prevention Grant	0.253
Youth Justice Board	Youth Justice Provision	0.522

### GENERAL FUND REVENUE



**COMMUNITY & CHILDREN'S SERVICES : TYPE OF SPEND**

2013/14 Budget		2014/15 Budget
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
18.135	NJC Manual Workers	17.794
0.048	JNC B & CE	0.048
0.980	JNC Blind Workshops	0.983
50.053	NJC APT&C	50.320
1.324	JNC Chief Officers	1.253
1.623	Other	1.549
<b>72.163</b>		<b>71.947</b>
	<b><u>Premises</u></b>	
0.554	Repairs & Maintenance	0.554
0.959	Energy	0.884
0.755	Rents	0.842
0.179	Local Tax	0.189
0.174	Water	0.180
1.202	Cleaning/Domestic	1.062
0.008	Other	0.010
<b>3.831</b>		<b>3.721</b>
	<b><u>Transport</u></b>	
1.510	Contract Hire	1.544
1.609	Car Allowances	1.566
0.225	Other	0.246
<b>3.344</b>		<b>3.356</b>
	<b><u>Supplies &amp; Services</u></b>	
4.270	Equipment/Materials/Furniture	4.334
0.769	Communications/Computing	0.719
0.984	Provisions	0.959
0.333	Printing/Stationery	0.324
0.593	Grants & Subscriptions	0.508
2.442	Services	2.091
3.516	Miscellaneous	2.382
0.255	Other	0.188
<b>13.162</b>		<b>11.505</b>
	<b><u>Third Party</u></b>	
4.427	Rendered by Other Local Authorities	4.939
20.665	Rendered by Voluntary Organisations	21.555
47.753	Rendered by Private Contract	47.831
13.664	Foster Care	13.842
2.067	Supporting People	5.198
<b>88.576</b>		<b>93.365</b>
	<b><u>Transfer Payments</u></b>	
0.740	School Children	0.774
<b>0.740</b>		<b>0.774</b>
	<b><u>Support Services</u></b>	
0.698	Recharges	0.690
<b>0.698</b>		<b>0.690</b>
<b>182.514</b>	<b>Total Expenditure</b>	<b>185.358</b>
	<b><u>Income</u></b>	
-25.215	Government Grants	-26.378
-24.551	Other Grants/Reimbursements	-24.568
-6.680	Customer/Client Receipts	-7.004
-1.866	Recharges – Other Revenue Account	-1.846
<b>-58.312</b>	<b>Total Income</b>	<b>-59.796</b>
<b>124.202</b>	<b>NET COMMUNITY &amp; CHILDREN'S SERVICES BUDGET</b>	<b>125.562</b>

**GENERAL FUND REVENUE**

**COMMUNITY & CHILDREN'S SERVICES : SERVICES PROVIDED**

2013/14 Budget £M		2014/15 Budget £M
	<b><u>Adult Services</u></b>	
45.631	Community Care	45.593
28.175	Direct Services	27.922
-2.244	Fairer Charging	-2.452
<b>71.562</b>		<b>71.063</b>
	<b><u>Children's Services</u></b>	
25.017	Looked After Children Services	25.940
1.052	Youth Offending Service	1.021
6.981	Assessment & Care Planning	6.988
0.719	Safeguarding & Standards	0.726
1.548	Early Intervention & Prevention	1.510
4.003	Disabled Children Services	4.077
1.947	Community & Family Support Services	1.958
0.494	Children's Services Management	0.638
<b>41.761</b>		<b>42.858</b>
	<b><u>Commissioning, Housing &amp; Business Systems</u></b>	
1.013	Private Housing	0.899
-0.094	Vision Products	-0.187
0.079	Communities 1st	0.346
0.162	Quality & Support Management	0.499
0.430	Property Services	0.430
0.906	Social Care Training & Development	0.906
1.268	Social Care – Customer Relations	1.157
0.745	Social Care – Information Systems	0.752
4.643	Social Care – Performance, Review & Improvement	4.640
1.336	Fframwaith – (Grant funded)	1.360
0.391	Service Strategy & Regulation	0.839
<b>10.879</b>		<b>11.641</b>
<b>124.202</b>	<b>TOTAL COMMUNITY &amp; CHILDREN'S SERVICES BUDGET</b>	<b>125.562</b>

## **Adult Services**

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

### **Community Care**

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

Provisions include:

- A safeguarding service
- A short term intervention service comprising of;
  - Reablement and Intermediate care
  - Short term assessment and care management
- Adaptations and Community Equipment
- Sensory Services
- Locality services which include longer term assessment and care management for;
  - Older people
  - Adults with a mental health problem
  - Adults with a learning disability
  - Adults with a physical or sensory disability
  - A purchasing and contracting team

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

### **Direct Services**

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

Provisions include:

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

### **Fairer Charging**

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

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**GENERAL FUND REVENUE**

**ADULT SERVICES : TYPE OF SPEND**

2013/14 Budget		2014/15 Budget
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
18.047	NJC Manual Workers	17.709
0.048	JNC B & CE	0.048
18.681	NJC APT&C	18.683
0.319	JNC Chief Officers	0.322
0.649	Other	0.663
<b>37.744</b>		<b>37.425</b>
	<b><u>Premises</u></b>	
0.025	Repairs & Maintenance	0.025
0.743	Energy	0.666
0.217	Rents	0.360
0.100	Local Tax	0.088
0.150	Water	0.153
0.335	Cleaning/Domestic	0.334
<b>1.570</b>		<b>1.626</b>
	<b><u>Transport</u></b>	
0.939	Contract Hire	0.970
0.772	Car Allowances	0.750
0.041	Other	0.041
<b>1.752</b>		<b>1.761</b>
	<b><u>Supplies &amp; Services</u></b>	
1.521	Equipment/Materials/Furniture	1.521
0.146	Communications/Computing	0.145
0.789	Provisions	0.769
0.073	Printing/Stationery	0.070
0.356	Services	0.286
0.566	Miscellaneous	0.565
0.104	Other	0.096
<b>3.555</b>		<b>3.452</b>
	<b><u>Third Party</u></b>	
0.775	Rendered by Other Local Authorities	0.757
15.325	Rendered by Voluntary Organisations	14.889
36.929	Rendered by Private Contract	38.568
<b>53.029</b>		<b>54.214</b>
	<b><u>Transfer Payments</u></b>	
0.051	School Children	0.051
<b>0.051</b>		<b>0.051</b>
<b>97.701</b>	<b>Total Expenditure</b>	<b>98.529</b>
	<b><u>Income</u></b>	
-3.580	Government Grants	-4.216
-20.295	Other Grants/Reimbursements	-20.863
-2.127	Customer/Client Receipts	-2.249
-0.137	Recharges – Other Revenue Account	-0.138
<b>-26.139</b>	<b>Total Income</b>	<b>-27.466</b>
<b>71.562</b>	<b>NET ADULT SERVICES BUDGET</b>	<b>71.063</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:

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

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

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

2013/14 Budget		2014/15 Budget
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.059	NJC Manual Workers	0.060
18.607	NJC APT&C	18.650
0.402	JNC Chief Officers	0.406
0.454	Other	0.468
<b>19.522</b>		<b>19.584</b>
	<b><u>Premises</u></b>	
0.061	Repairs & Maintenance	0.056
0.089	Energy	0.098
0.167	Rents	0.179
0.063	Local Tax	0.065
0.016	Water	0.015
0.138	Cleaning/Domestic	0.129
0.004	Other	0.004
<b>0.538</b>		<b>0.546</b>
	<b><u>Transport</u></b>	
0.527	Contract Hire	0.521
0.678	Car Allowances	0.673
0.050	Other	0.056
<b>1.255</b>		<b>1.250</b>
	<b><u>Supplies &amp; Services</u></b>	
0.219	Equipment/ Materials/Furniture	0.193
0.127	Communications/Computing	0.115
0.177	Provisions	0.180
0.039	Printing/Stationery	0.045
0.333	Grants & Subscriptions	0.238
0.798	Services	0.857
0.896	Miscellaneous	0.361
0.104	Other	0.051
<b>2.693</b>		<b>2.040</b>
	<b><u>Third Party</u></b>	
1.668	Rendered by Other Local Authorities	1.892
3.584	Rendered by Voluntary Organisations	4.046
7.455	Rendered by Private Contract	8.513
13.664	Foster Care	13.842
<b>26.371</b>		<b>28.293</b>
	<b><u>Transfer Payments</u></b>	
0.622	School Children	0.656
<b>0.622</b>		<b>0.656</b>
	<b><u>Support Services</u></b>	
0.244	Recharges	0.237
<b>0.244</b>		<b>0.237</b>
<b>51.245</b>	<b>Total Expenditure</b>	<b>52.606</b>
	<b><u>Income</u></b>	
-7.159	Government Grants	-8.030
-0.935	Other Grants/Reimbursements	-0.335
-1.254	Customer/Client Receipts	-1.345
-0.136	Recharges – Other Revenue Account	-0.038
<b>-9.484</b>	<b>Total Income</b>	<b>-9.748</b>
<b>41.761</b>	<b>NET CHILDREN'S SERVICES BUDGET</b>	<b>42.858</b>

## **Commissioning, Housing & Business Systems**

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

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

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



## GENERAL FUND REVENUE

### COMMISSIONING, HOUSING & BUSINESS SYSTEMS : TYPE OF SPEND

2013/14 Budget £M		2014/15 Budget £M
	<b><u>Employees</u></b>	
0.029	NJC Manual Workers	0.025
12.765	NJC APT&C	12.987
0.603	JNC Chief Officers	0.525
0.980	JNC Blind Workshop	0.983
0.520	Other	0.418
<b>14.897</b>		<b>14.938</b>
	<b><u>Premises</u></b>	
0.468	Repairs & Maintenance	0.473
0.127	Energy	0.120
0.371	Rents	0.303
0.016	Local Tax	0.036
0.008	Water	0.012
0.729	Cleaning/Domestic	0.599
0.004	Other	0.006
<b>1.723</b>		<b>1.549</b>
	<b><u>Transport</u></b>	
0.044	Contract Hire	0.053
0.159	Car Allowances	0.143
0.134	Other	0.149
<b>0.337</b>		<b>0.345</b>
	<b><u>Supplies &amp; Services</u></b>	
2.530	Equipment/Materials/Furniture	2.620
0.496	Communications/Computing	0.459
0.018	Provisions	0.010
0.221	Printing/Stationery	0.209
0.260	Grants & Subscriptions	0.270
1.288	Services	0.948
2.054	Miscellaneous	1.456
0.047	Other	0.041
<b>6.914</b>		<b>6.013</b>
	<b><u>Third Party</u></b>	
1.984	Rendered by Other Local Authorities	2.290
1.756	Rendered by Voluntary Organisations	2.620
3.369	Rendered by Private Contract	0.750
2.067	Supporting People	5.198
<b>9.176</b>		<b>10.858</b>
	<b><u>Transfer Payments</u></b>	
0.067	School Children	0.067
<b>0.067</b>		<b>0.067</b>
	<b><u>Support Services</u></b>	
0.454	Recharges	0.453
<b>0.454</b>		<b>0.453</b>
<b>33.568</b>	<b>Total Expenditure</b>	<b>34.223</b>
	<b><u>Income</u></b>	
-14.476	Government Grants	-14.132
-3.321	Other Grants/Reimbursements	-3.370
-3.299	Customer/Client Receipts	-3.410
-1.593	Recharges – Other Revenue Account	-1.670
<b>-22.689</b>	<b>Total Income</b>	<b>-22.582</b>
<b>10.879</b>	<b>NET COMMISSIONING, HOUSING &amp; BUSINESS SYSTEMS BUDGET</b>	<b>11.641</b>

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

	TOTAL COST OF SCHEMES (Inc historic spend)	BUDGET		
		2014/15	2015/16	2016/17
	£M	£M	£M	£M
<b><u>COMMISSIONING, HOUSING &amp; BUSINESS SYSTEMS</u></b>				
<b><u>General Programme</u></b>				
Modernisation Programme (Adults)	7.537	0.255	0.255	0.255
Modernisation Programme (Children's)	5.278	0.155	0.050	0.050
Asbestos Remediation Works	0.582	0.045	0.045	0.045
Telecare Equipment (including Carelink equipment)	2.631	0.200	0.200	0.200
<b>Total General Programme</b>	<b>16.028</b>	<b>0.655</b>	<b>0.550</b>	<b>0.550</b>
<b><u>Private Sector Housing</u></b>				
Disabled Facilities Grants/Adaptations (DFG's)	62.766	4.000	4.000	4.000
Maintenance Repair Assistance (MRA's)	34.788	0.870	0.870	0.870
Renovation Grants Exceptional Circumstances & Home Improvement Zones	27.626	0.500	0.500	0.500
Community Regeneration	10.850	0.738	0.738	0.738
<b>Total Private Sector Housing</b>	<b>136.030</b>	<b>6.108</b>	<b>6.108</b>	<b>6.108</b>
<b>TOTAL COMMUNITY &amp; CHILDRENS SERVICES GROUP</b>	<b>152.058</b>	<b>6.763</b>	<b>6.658</b>	<b>6.658</b>

\* The 2014/2015 estimates include estimated slippage from 2013/2014 and additional grant aided schemes that were known when the 3-year programme was agreed.

# **EDUCATION & LIFELONG LEARNING**

## **EDUCATION & LIFELONG LEARNING OVERVIEW**

### **OUR VISION**

#### **“A Top Quality Education for All”**

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

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

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

- Building great school leadership and an ethos of aspiration, high achievement and accountability at all levels.
- High quality learning and teaching.
- Working in partnership to overcome the barriers to learning and safeguard the wellbeing of learners.
- Embedding a culture of reflective practice to plan and drive school and service improvement.
- Creating opportunities for the wider community to fully engage in lifelong learning.
- Providing a learning environment fit for the 21<sup>st</sup> Century.

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

The Directorate is essential in ensuring that those groups identified in the Single Integrated Plan (SIP) who need to benefit most, actually do.

The Directorate has two main divisions:

- School Effectiveness & Inclusion
- Resources & Community Learning

A further service area is identified separately:

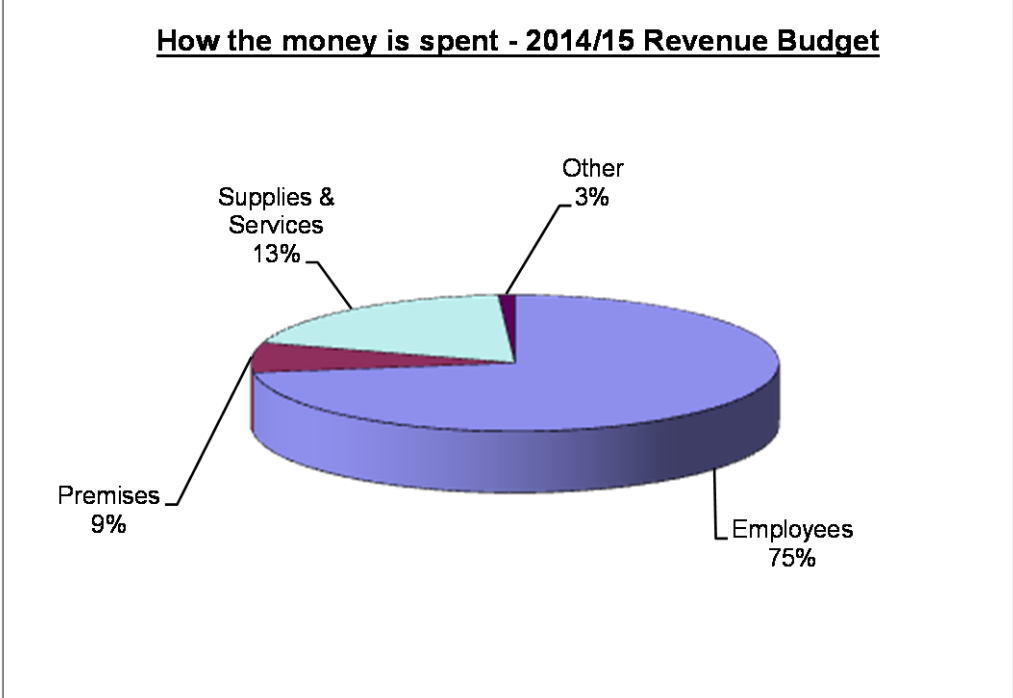
- Delegated schools – Individual School Budgets (ISB)

A summary of the total resources available for the Education and Lifelong Learning Directorate in 2014/15 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	36.610	0.000	36.610
General Fund Revenue	197.086	-21.555	175.531
<b>Total</b>	<b>233.696</b>	<b>-21.555</b>	<b>212.141</b>

**EDUCATION & LIFELONG LEARNING REVENUE EXPENDITURE**

The Net Revenue Budget for the Education and Lifelong Learning Directorate for 2014/15 amounts to £175.531M. Gross expenditure is estimated at £197.086M and this is analysed by expenditure type in the chart below.



Income receivable by the Directorate of £21.555M 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 2014/15

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	12.229
	Foundation Phase	7.891
	Pupil Deprivation Grant	6.614
	Pupil Deprivation Grant for Looked After Children	0.362
	School Effectiveness	2.524
	Welsh in Education	0.404
	Private Finance Initiative Revenue	1.423
	Learning Pathways 14-19	0.805
	Community Learning	0.212
	Youth Service Support Grant	0.201
	Youth Engagement	0.025
	Family Literacy, Language and Numeracy	0.138
	Ethnic Minority Achievement (Estimate)	0.150
	School Uniform Grant Scheme (Estimate)	0.069
	Education of Gypsy Travellers	0.026
Welsh Government – Welsh	Transition Into Work (Estimate)	0.144
European Funding Office	Bridges Into Work (Estimate)	0.461
Rural Payments Agency	Infant Milk (Estimate)	0.509
Sports Council for Wales	5x60 (Estimate)	0.389

## GENERAL FUND REVENUE

### EDUCATION & LIFELONG LEARNING: TYPE OF SPEND

2013/14 Budget		2014/15 Budget
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
120.004	Burnham	114.353
6.862	NJC Manual Workers	5.598
20.333	NJC APT&C	20.361
1.441	Soulbury	1.665
0.458	JNC Chief Officers	0.471
1.399	JNC Youth Leaders	2.362
2.482	Other	2.155
<b>152.979</b>		<b>146.965</b>
	<b><u>Premises</u></b>	
4.999	Repairs & Maintenance	4.978
0.715	Maintenance of Grounds	0.611
3.637	Energy	3.300
0.099	Rents	0.040
3.298	Local Tax	3.356
0.056	Water	0.048
3.358	Cleaning/Domestic	5.992
0.052	Insurance	0.253
0.001	Other	0.000
<b>16.215</b>		<b>18.578</b>
	<b><u>Transport</u></b>	
0.051	Direct Transport	0.056
0.146	Contract Hire	0.131
0.004	Public Transport	0.003
0.158	Car Allowances	0.156
<b>0.359</b>		<b>0.346</b>
	<b><u>Supplies &amp; Services</u></b>	
9.184	Equipment/Materials/Furniture	8.565
0.301	Communications/Computing	0.193
3.034	Provisions	2.772
0.141	Printing/Stationery	0.096
0.069	Advertising	0.038
4.275	Grants & Subscriptions	4.304
8.235	Services	8.298
2.366	Other	1.515
<b>27.605</b>		<b>25.781</b>
	<b><u>Third Party</u></b>	
0.464	Rendered by Other Local Authorities	0.460
1.829	Rendered by Voluntary Organisations	1.628
<b>2.293</b>		<b>2.088</b>
	<b><u>Transfer Payments</u></b>	
0.632	School Children/Students	0.609
<b>0.632</b>		<b>0.609</b>
	<b><u>Support Services</u></b>	
0.195	Recharges	0.195
<b>0.195</b>		<b>0.195</b>
	<b><u>Capital Financing</u></b>	
1.964	Other	2.524
<b>1.964</b>		<b>2.524</b>
<b>202.242</b>	<b>Total Expenditure</b>	<b>197.086</b>
	<b><u>Income</u></b>	
-16.194	Government Grants	-15.460
-1.224	Other Grants/Reimbursements	-1.136
-4.386	Customer/Client Receipts	-3.989
-0.972	Recharges – Other Revenue Account	-0.970
<b>-22.776</b>	<b>Total Income</b>	<b>-21.555</b>
<b>179.466</b>	<b>NET EDUCATION &amp; LIFELONG LEARNING BUDGET</b>	<b>175.531</b>



Prior year comparisons are distorted due to the effect of the following transfer which has taken place between years:

- Transfer of Heritage from Education & Lifelong Learning to the Chief Executive's Division.
- Nursery Provision moved from ISB to Schools Effectiveness & Inclusion.

**GENERAL FUND REVENUE**

## EDUCATION & LIFELONG LEARNING: SERVICES PROVIDED

2013/14 Budget		2014/15 Budget
<b>£M</b>		<b>£M</b>
	<b><u>School Effectiveness &amp; Inclusion</u></b>	
1.013	Retirement & Severance	0.753
0.240	Maternity Costs	0.243
0.164	Licenses & Subscriptions	0.169
0.907	School Effectiveness & Welsh in Education Grant	0.932
0.521	Music Service	0.484
1.241	School Improvement	1.485
7.168	Special Education Needs	6.048
2.782	Education Otherwise	2.783
0.000	Nursery Provision	3.965
<b>14.036</b>		<b>16.862</b>
	<b><u>Resources &amp; Community Learning</u></b>	
4.290	Services for Young People	2.998
2.173	Service Improvement & Business Support	2.614
0.836	Asset Management – PFI	3.573
0.593	School Planning, Organisations & Governance	0.571
2.566	School Meals & Milk	2.291
1.138	Catering Direct Trading Account	0.995
0.805	Premises & Facilities	0.720
0.002	District Use	0.002
0.300	Residual Pension Liabilities	0.303
3.134	Libraries	2.643
0.724	Heritage	0.000
0.267	Adult Education	0.269
<b>16.828</b>		<b>16.979</b>
	<b><u>Delegated Schools</u></b>	
78.041	Primary Schools	71.842
62.613	Secondary Schools	62.221
7.373	Special Schools	7.290
0.575	Nursery Schools	0.337
<b>148.602</b>		<b>141.690</b>
<b>179.466</b>	<b>TOTAL EDUCATION AND LIFELONG LEARNING BUDGET</b>	<b>175.531</b>

Prior year comparisons are distorted due to the effect of the following transfer which has taken place between years:

- Transfer of Heritage from Education & Lifelong Learning to the Chief Executive's Division.
- Nursery Provision moved from ISB to Schools Effectiveness & Inclusion.

## **School Effectiveness & Inclusion**

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

The Division contains the following teams:

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

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

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

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

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

Our key aims are to:

- Build great school leadership at all levels of the system.
- Recruit and retain the best teachers.
- Improve educational outcomes at Key Stage 4 (KS4).
- Continue to improve school attendance rates.
- Ensure sufficient mainstream provision is available to pupils with additional learning needs.
- Reduce the number of young people not in education, employment or training.
- Improve behaviour management support in schools.
- Increase the opportunities for more able and talented pupils.

## GENERAL FUND REVENUE

### SCHOOL EFFECTIVENESS & INCLUSION: TYPE OF SPEND

2013/14 Budget		2014/15 Budget
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
4.395	Burnham	4.366
1.470	NJC Manual Workers	0.750
1.375	NJC APT&C	4.903
1.385	Soulbury	1.542
0.027	JNC Youth Leaders	0.045
1.168	Other	0.925
<b>9.820</b>		<b>12.531</b>
	<b><u>Premises</u></b>	
0.017	Repairs & Maintenance	0.047
0.001	Maintenance of Grounds	0.001
0.039	Energy	0.047
0.036	Rents	0.036
0.011	Local Tax	0.012
0.005	Water	0.006
0.016	Cleaning/Domestic	0.020
0.004	Insurance	0.003
0.001	Other	0.000
<b>0.130</b>		<b>0.172</b>
	<b><u>Transport</u></b>	
0.004	Direct Transport	0.002
0.048	Contract Hire	0.033
0.002	Public Transport	0.002
0.065	Car Allowances	0.063
<b>0.119</b>		<b>0.100</b>
	<b><u>Supplies &amp; Services</u></b>	
0.213	Equipment/Materials/Furniture	0.217
0.019	Communications/Computing	0.015
0.003	Provisions	0.001
0.014	Printing/Stationery	0.015
0.003	Advertising	0.003
3.401	Grants & Subscriptions	3.512
1.658	Services	1.822
0.274	Other	0.254
<b>5.585</b>		<b>5.839</b>
	<b><u>Third Party</u></b>	
0.464	Rendered by Other Local Authorities	0.460
1.829	Rendered by Voluntary Organisations	1.628
<b>2.293</b>		<b>2.088</b>
	<b><u>Transfer Payments</u></b>	
0.005	School Children/Students	0.005
<b>0.005</b>		<b>0.005</b>
<b>17.952</b>	<b>Total Expenditure</b>	<b>20.735</b>
	<b><u>Income</u></b>	
-2.908	Government Grants	-2.921
-0.446	Other Grants/Reimbursements	-0.373
-0.021	Customer/Client Receipts	-0.026
-0.541	Recharges – Other Revenue Account	-0.553
<b>-3.916</b>	<b>Total Income</b>	<b>-3.873</b>
<b>14.036</b>	<b>NET SCHOOL EFFECTIVENESS &amp; INCLUSION</b>	<b>16.862</b>

## **Resources & Community Learning**

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

The Division contains the following teams:

- Services for Young People Libraries, Welsh Services Unit (including support for translation and the Council's Welsh Language Scheme)
- Client Services
- Planning and Resources (Planning of School Places; Service Asset Management Plan and Emergency Planning Response)
- Private Finance Initiative
- Catering & School Facilities
- Data Research & Education ICT Systems
- Adult Education

Our key aims are to:

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

We strive to turn ideas into action by:

- Organising the physical resources to facilitate achievement of objectives.
- Providing the Education and Lifelong Learning Directorate support service infrastructure.
- Providing a range of support services to schools and governing bodies.
- Carrying out the Council's statutory responsibility for the management and organisation of school places.
- Manage the Directorate's capital programme.
- Improve ICT infrastructure to provide latest technology and information to enhance learning.
- Provide effective co-ordination of youth support services.
- Support adults and families to improve literacy and numeracy skills.

## GENERAL FUND REVENUE

### RESOURCES & COMMUNITY LEARNING: TYPE OF SPEND

2013/14 Budget		2014/15 Budget
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.321	Burnham	0.229
2.545	NJC Manual Workers	2.403
7.335	NJC APT&C	6.269
0.056	Soulbury	0.123
0.458	JNC Chief Officers	0.471
1.372	JNC Youth Leaders	2.317
0.563	Other	0.478
<b>12.650</b>		<b>12.290</b>
	<b><u>Premises</u></b>	
1.150	Repairs & Maintenance	1.079
0.002	Maintenance of Grounds	0.002
0.218	Energy	0.125
0.063	Rents	0.004
0.212	Local Tax	0.123
0.016	Water	0.008
1.105	Cleaning/Domestic	3.780
<b>2.766</b>		<b>5.121</b>
	<b><u>Transport</u></b>	
0.047	Direct Transport	0.054
0.098	Contract Hire	0.098
0.002	Public Transport	0.001
0.093	Car Allowances	0.090
<b>0.240</b>		<b>0.243</b>
	<b><u>Supplies &amp; Services</u></b>	
1.020	Equipment/Materials/Furniture	0.809
0.201	Communications/Computing	0.171
3.027	Provisions	2.766
0.127	Printing/Stationery	0.081
0.066	Advertising	0.035
0.081	Grants & Subscriptions	0.023
1.975	Services	0.546
0.494	Other	0.512
<b>6.991</b>		<b>4.943</b>
	<b><u>Support Services</u></b>	
0.195	Recharges	0.195
<b>0.195</b>		<b>0.195</b>
<b>22.842</b>	<b>Total Expenditure</b>	<b>22.792</b>
	<b><u>Income</u></b>	
-0.440	Government Grants	-0.670
-0.778	Other Grants/Reimbursements	-0.763
-4.365	Customer/Client Receipts	-3.963
-0.431	Recharges – Other Revenue Account	-0.417
<b>-6.014</b>	<b>Total Income</b>	<b>-5.813</b>
<b>16.828</b>	<b>NET RESOURCES &amp; COMMUNITY LEARNING</b>	<b>16.979</b>

## **Delegated Schools**

This area of service relates to:

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

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

## GENERAL FUND REVENUE

### DELEGATED SCHOOLS: TYPE OF SPEND

2013/14 Budget £M		2014/15 Budget £M
	<b><u>Employees</u></b>	
115.288	Burnham	109.758
2.847	NJC Manual Workers	2.445
11.623	NJC APT&C	9.189
0.751	Other	0.752
<b>130.509</b>		<b>122.144</b>
	<b><u>Premises</u></b>	
3.832	Repairs and Maintenance	3.852
0.712	Maintenance of Grounds	0.608
3.380	Energy	3.128
3.075	Local Tax	3.221
0.035	Water	0.034
2.237	Cleaning/Domestic	2.192
0.048	Insurance	0.250
<b>13.319</b>		<b>13.285</b>
	<b><u>Transport</u></b>	
0.000	Car Allowances	0.003
<b>0.000</b>		<b>0.003</b>
	<b><u>Supplies &amp; Services</u></b>	
7.951	Equipment/Materials/Furniture	7.539
0.081	Communications/Computing	0.007
0.004	Provisions	0.005
0.793	Grants & Subscriptions	0.769
4.602	Services	5.930
1.598	Other	0.749
<b>15.029</b>		<b>14.999</b>
	<b><u>Transfer Payments</u></b>	
0.627	School Children/Students	0.604
<b>0.627</b>		<b>0.604</b>
	<b><u>Capital Financing</u></b>	
1.964	Other	2.524
<b>1.964</b>		<b>2.524</b>
<b>161.448</b>	<b>Total Expenditure</b>	<b>153.559</b>
	<b><u>Income</u></b>	
-12.846	Government Grants	-11.869
<b>-12.846</b>	<b>Total Income</b>	<b>-11.869</b>
<b>148.602</b>	<b>NET DELEGATED SCHOOLS</b>	<b>141.690</b>



## EDUCATION & LIFELONG LEARNING THREE YEAR CAPITAL PROGRAMME

	TOTAL COST OF SCHEMES (inc historic spend) £M	BUDGET		
		2014/15 £M	2015/16 £M	2016/17 £M
<b><u>Schools</u></b>				
Education & Lifelong Learning (E&LL) Condition Surveys	0.527	0.075	0.075	0.075
Ynysboeth Community Primary	5.037	0.079	0.000	0.000
Cwmbach Primary	5.735	0.116	0.000	0.000
Aberdare School & Sports Centre	53.404	26.136	2.418	0.000
Ysgol Ty Coch	0.260	0.006	0.000	0.000
School Modernisation	4.560	1.841	0.146	0.146
Abercynon Community Primary School	9.154	0.181	0.000	0.000
<b>Total Schools</b>	<b>78.677</b>	<b>28.434</b>	<b>2.639</b>	<b>0.221</b>
<b><u>Supplementary Capital Programme</u></b>				
Planned Kitchen Refurbishments	2.656	0.150	0.200	0.200
Window & Door Replacements	4.045	0.120	0.150	0.150
Essential Works	12.204	0.620	0.400	0.400
Capitalisation of Computer Hardware/Software & Licenses	6.074	0.281	0.292	0.316
Roof Renewal	6.471	0.930	0.700	0.700
Boiler Replacement	2.437	0.265	0.250	0.250
Disability Discrimination Act (DDA) E&LL	1.817	0.225	0.225	0.225
Electrical Rewiring	2.356	0.110	0.200	0.200
Asbestos Remediation Works	13.153	4.925	2.000	2.000
Fire Alarm Upgrades	1.445	0.100	0.100	0.100
Toilet Refurbishments	4.713	0.350	0.350	0.350
Improvements to Schools	1.887	0.100	0.100	0.100
<b>Total Planned Capital Programme</b>	<b>59.258</b>	<b>8.176</b>	<b>4.967</b>	<b>4.991</b>
<b>TOTAL EDUCATION &amp; LIFELONG LEARNING</b>	<b>137.935</b>	<b>36.610</b>	<b>7.606</b>	<b>5.212</b>

\* The 2014/2015 estimates include estimated slippage from 2013/2014 and additional grant aided schemes that were known when the 3-year programme was agreed.

## **ENVIRONMENTAL SERVICES**

### **ENVIRONMENTAL SERVICES OVERVIEW**

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

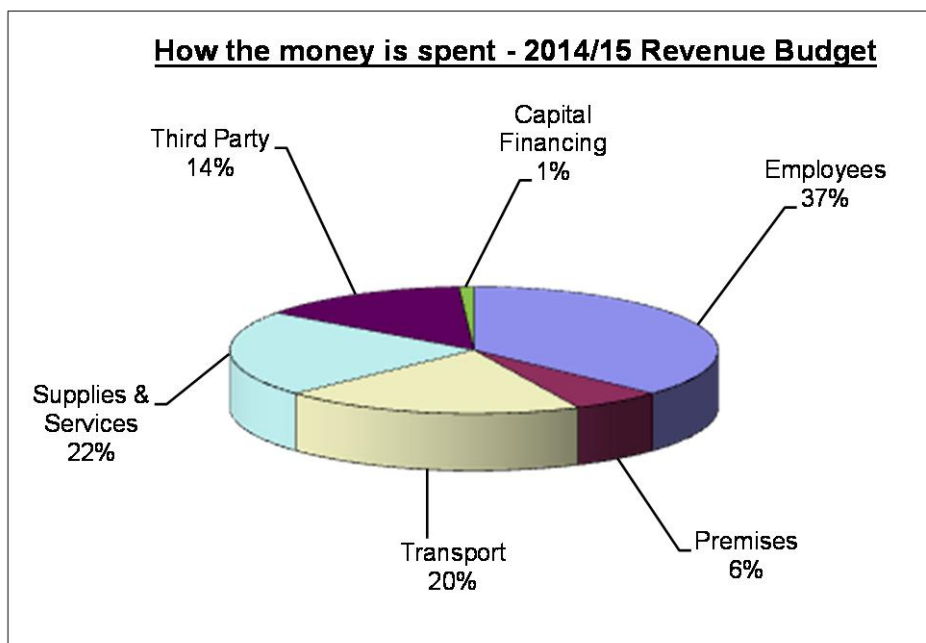
- Highways, Transport and Strategic Projects
- Public Health and Protection incorporating Community Safety Partnership
- Streetcare incorporating Waste Services
- Leisure and Culture

A summary of the total resources available for the Environmental Services Group in 2014/15 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	18.833	0.000	18.833
General Fund Revenue	102.222	-39.202	63.020
<b>Total</b>	<b>121.055</b>	<b>-39.202</b>	<b>81.853</b>

## ENVIRONMENTAL SERVICES REVENUE EXPENDITURE

The Net Revenue Budget for the Environmental Services Group for 2014/15 amounts to £63.020M. Gross expenditure is estimated at £102.222M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £39.202M reduces net expenditure to £63.020M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

### **Specific Revenue Grants 2014/15**

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

Award Body	Purpose	Amount £M
Welsh Government	Concessionary Fares	6.617
	Bus Subsidy	0.594
	Road Safety	0.178
	Sustainable Waste Management	4.498
	Tidy Towns	0.035
	Safer Communities Fund	0.063
	Domestic Abuse	0.037
	Substance Misuse Fund	2.686
	General Practitioner (GP) Referral Scheme	0.185
Home Office	Domestic Abuse	0.010
South Wales Police & Crime Commissioner	Community Safety	0.082
Natural Resources Wales	Coed Cymru / Countryside Management / Countryside Services / Highways/Transportation & Strategic Projects (HTSP)	0.053
Sports Council for Wales	Grand/Big Splash	0.261
	Dragon Sports Scheme	0.103
	Sports Development	0.241
Arts Council for Wales	Arts Development	0.155

**ENVIRONMENTAL SERVICES : TYPE OF SPEND**

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
12.332	NJC Manual Workers	12.306
0.647	JNC Engineering Craftsmen	0.660
21.989	NJC APT&C	21.681
0.714	JNC Chief Officers	0.650
1.521	Other	2.479
<b>37.203</b>		<b>37.776</b>
	<b><u>Premises</u></b>	
1.694	Repairs & Maintenance	1.769
1.520	Energy	1.690
0.237	Rents	0.217
1.410	Local Tax	1.418
0.422	Water	0.415
0.237	Cleaning/Domestic	0.240
0.127	Other	0.108
<b>5.647</b>		<b>5.857</b>
	<b><u>Transport</u></b>	
7.533	Direct Transport	7.769
12.143	Contract Hire	11.752
0.444	Public Transport	0.525
0.290	Car Allowances	0.268
<b>20.410</b>		<b>20.314</b>
	<b><u>Supplies &amp; Services</u></b>	
5.177	Equipment/Materials/Furniture	4.690
0.520	Communications/Computing	0.501
0.434	Provisions	0.461
0.251	Printing/Stationery	0.257
0.472	Advertising	0.260
0.266	Grants & Subscriptions	0.501
8.621	Services	9.267
6.674	Miscellaneous	6.540
0.184	Other	0.186
<b>22.599</b>		<b>22.663</b>
	<b><u>Third Party</u></b>	
1.260	Rendered by Other Local Authorities	1.223
0.952	Rendered by Voluntary Organisations	1.185
8.517	Transport	8.563
0.104	Structural	0.107
0.350	Cyclic	0.292
0.366	Safety Aids	0.374
0.055	Winter Maintenance	0.056
2.386	Street Lighting	2.487
0.012	Highway Drainage	0.012
0.100	Other	0.102
<b>14.102</b>		<b>14.401</b>
	<b><u>Transfer Payments</u></b>	
0.041	School Children/Students	0.118
<b>0.041</b>		<b>0.118</b>
	<b><u>Support Services</u></b>	
0.084	Recharges	0.117
<b>0.084</b>		<b>0.117</b>
	<b><u>Capital Financing</u></b>	
0.411	Other	0.976
<b>0.411</b>		<b>0.976</b>
<b>100.497</b>	<b>Total Expenditure</b>	<b>102.222</b>
	<b><u>Income</u></b>	
-15.033	Government Grants	-15.267
-0.931	Other Grants/Reimbursements	-0.859
-14.748	Customer/Client Receipts	-16.805
-8.500	Recharges – Other Revenue Account	-6.271
<b>-39.212</b>	<b>Total Income</b>	<b>-39.202</b>
<b>61.285</b>	<b>NET ENVIRONMENTAL SERVICES BUDGET</b>	<b>63.020</b>

**GENERAL FUND****ENVIRONMENTAL SERVICES : SERVICES PROVIDED**

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Highways, Transportation and Strategic Projects</u></b>	
3.416	Highways Management	3.501
13.596	Transportation	13.706
0.598	Strategic Projects	0.564
<b>17.610</b>		<b>17.771</b>
	<b><u>Public Health &amp; Protection</u></b>	
1.869	Protection	1.879
1.510	Environmental Health	1.455
1.396	PHP General & Bereavement Services	1.350
1.165	Community Safety Partnership	1.071
<b>5.940</b>		<b>5.755</b>
	<b><u>Streetcare</u></b>	
0.013	Enforcement	0.000
3.518	Street Cleansing	3.531
0.636	Facilities Cleaning	0.547
4.475	Highways Maintenance	4.592
10.424	Waste Services	12.102
2.119	Fleet Management	2.130
<b>21.185</b>		<b>22.902</b>
	<b><u>Leisure and Culture</u></b>	
12.078	Leisure, Parks & Countryside	11.967
1.258	Cultural Services	1.312
<b>13.336</b>		<b>13.279</b>
	<b><u>Group Directorate</u></b>	
1.482	Group Directorate	1.632
0.515	Business Support Services	0.466
1.217	Property Management	1.215
<b>3.214</b>		<b>3.313</b>
<b>61.285</b>	<b>TOTAL ENVIRONMENTAL SERVICES BUDGET</b>	<b>63.020</b>

### **Highways, Transportation and Strategic Projects**

The Service Group delivers a broad range of Environmental services and contains the following service areas as outlined below:-

#### **Highways Technical Services**

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

#### **Transportation**

Integrated Transport Unit  
Transportation Strategy

#### **Strategic Projects**

Construction Projects  
Traffic Services  
Land Reclamation & Engineering

#### **Corporate Functions**

Capita Glamorgan Ltd Joint Venture  
Emergency Planning  
Sustainable Development

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

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

2013/14 Budget		2014/15 Budget
£M		£M
	<b><u>Employees</u></b>	
0.215	NJC Manual Workers	0.217
3.421	NJC APT&C	3.200
0.075	NJC Chief Officers	0.075
0.006	Other	0.006
<b>3.717</b>		<b>3.498</b>
	<b><u>Premises</u></b>	
0.057	Repairs & Maintenance	0.083
0.007	Energy	0.007
0.071	Rents	0.051
0.184	Local Tax	0.184
0.005	Water	0.005
0.007	Cleaning/Domestic	0.007
<b>0.331</b>		<b>0.337</b>
	<b><u>Transport</u></b>	
0.022	Direct Transport	0.022
10.463	Contract Hire	10.578
0.437	Public Transport	0.517
0.023	Car Allowances	0.024
<b>10.945</b>		<b>11.141</b>
	<b><u>Supplies &amp; Services</u></b>	
0.071	Equipment/Materials/Furniture	0.065
0.024	Communications/Computing	0.022
0.036	Printing/Stationery	0.048
0.059	Advertising	0.061
0.145	Grants & Subscriptions	0.148
0.262	Services	0.271
0.084	Miscellaneous	0.079
0.008	Other	0.010
<b>0.689</b>		<b>0.704</b>
	<b><u>Third Party</u></b>	
0.207	Rendered by Other Local Authorities	0.218
8.517	Transport	8.563
0.090	Structural	0.092
0.285	Cyclic	0.292
0.361	Safety Aids	0.369
0.055	Winter Maintenance	0.056
2.386	Street Lighting	2.487
0.012	Highways Drainage	0.012
0.100	Other	0.102
<b>12.013</b>		<b>12.191</b>
	<b><u>Support Services</u></b>	
0.061	Recharges	0.094
<b>0.061</b>		<b>0.094</b>
	<b><u>Transfer Payments</u></b>	
0.041	School Children/Students	0.118
<b>0.041</b>		<b>0.118</b>
	<b><u>Capital Financing</u></b>	
0.090	Other	0.090
<b>0.090</b>		<b>0.090</b>
<b>27.887</b>	<b>Total Expenditure</b>	<b>28.173</b>
	<b><u>Income</u></b>	
-6.799	Government Grants	-6.806
-0.702	Other Grants/Reimbursements	-0.702
-1.867	Customer/Client Receipts	-2.040
-0.909	Recharges – Other Revenue Account	-0.854
<b>-10.277</b>	<b>Total Income</b>	<b>-10.402</b>
<b>17.610</b>	<b>NET HIGHWAYS, TRANSPORT AND STRATEGIC PROJECTS</b>	<b>17.771</b>



## **Public Health & Protection**

This service sits within the Environmental Services Group. It delivers a diverse range of services.

### **Strategic & Frontline Services**

Community Safety  
Health & Well-being  
Bereavement Services  
Registration Services

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

Trading Standards  
Food and Health & Safety  
Licensing

A brief overview of our regulatory functions:

Many of the requests for service we receive are for our **Environmental Health** services. We have three teams tackling housing, pollution and food safety issues. So for example, if residents have a problem with noisy neighbours, their private rented home is not up to standard or pest control, it is Environmental Health they will need to contact.

Our **Trading Standards** service ensures that businesses can trade fairly, consumer rights are protected, that rogue traders and those profiting from counterfeit goods are tackled and that animal health and welfare is protected. So if someone believes they have not received the service or goods they have paid for Trading Standards may be able to help.

The last of our regulatory services is **Licensing**. We licence premises to sell alcohol and with our partners ensure that they do not contribute to crime and disorder or cause a nuisance. We also ensure that the taxis in the county borough are roadworthy and their drivers are fit and proper persons.

We work closely with partners on three vitally important issues; Housing, Community Safety and Health and Well-being.

Our **Housing Strategy** team sets the direction for all housing services in RCT. We aim to enable people to access good quality, affordable housing that is safe, comfortable and energy efficient.

The **Community Safety** team work with colleagues in the police and other organisations to reduce crime and disorder. Key priorities are reducing re-offending and anti-social behaviour, domestic violence, substance misuse and alcohol fuelled disorder.

We want residents of the County Borough to have the best health experience possible. Our **Health and Well-being** Coordinator works with

partners to tackle inequalities in health. Key priorities are reducing smoking, tackling obesity and promoting physical activity.

Perhaps our most emotive and sensitive service area is **Bereavement Services**. We manage 14 cemeteries located across the county borough, a crematorium near Pontypridd and a crematorium at Llwydcoed. Our aim is to provide dignified and sensitive services for the deceased.

Our **Registration Services** register births, deaths and marriages and provide for a range of celebratory services including, marriage ceremonies at our recently refurbished premises in Pontypridd.

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

2013/14 Budget		2014/15 Budget
£M		£M
	<b>Employees</b>	
0.587	NJC Manual Workers	0.592
6.610	NJC APT&C	6.577
0.068	JNC Chief Officers	0.000
0.142	Other	0.141
<b>7.407</b>		<b>7.310</b>
	<b>Premises</b>	
0.153	Repairs & Maintenance	0.187
0.142	Energy	0.154
0.050	Rents	0.052
0.126	Local Tax	0.079
0.016	Water	0.013
0.031	Cleaning/Domestic	0.036
0.044	Other	0.011
<b>0.562</b>		<b>0.532</b>
	<b>Transport</b>	
0.114	Direct Transport	0.106
0.077	Contract Hire	0.085
0.004	Public Transport	0.005
0.098	Car Allowances	0.091
<b>0.293</b>		<b>0.287</b>
	<b>Supplies &amp; Services</b>	
0.150	Equipment/Materials/Furniture	0.157
0.188	Communications/Computing	0.191
0.001	Provisions	0.001
0.059	Printing/Stationery	0.068
0.008	Advertising	0.007
0.104	Grants & Subscriptions	0.335
0.276	Services	0.320
0.368	Miscellaneous	0.454
0.025	Other	0.021
<b>1.179</b>		<b>1.554</b>
	<b>Third Party</b>	
1.047	Rendered by Other Local Authorities	1.000
0.942	Rendered by Voluntary Organisations	1.174
<b>1.989</b>		<b>2.174</b>
	<b>Support Services</b>	
0.023	Recharges	0.023
<b>0.023</b>		<b>0.023</b>
<b>11.453</b>	<b>Total Expenditure</b>	<b>11.880</b>
	<b>Income</b>	
-2.488	Government Grants	-2.925
-0.011	Other Grants/Reimbursements	-0.014
-3.014	Customer/Client Receipts	-3.186
<b>-5.513</b>	<b>Total Income</b>	<b>-6.125</b>
<b>5.940</b>	<b>NET PUBLIC HEALTH &amp; PROTECTION</b>	<b>5.755</b>

### **Streetcare**

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

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

The Division consists of six main areas of operation:

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

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
8.719	NJC Manual Workers	8.423
0.647	JNC Engineering Craftsmen	0.660
2.863	NJC APT&C	2.789
0.067	JNC Chief Officers	0.067
0.133	Other	0.975
<b>12.429</b>		<b>12.914</b>
	<b><u>Premises</u></b>	
0.013	Repairs & Maintenance	0.013
0.109	Cleaning/Domestic	0.109
0.065	Other	0.079
<b>0.187</b>		<b>0.201</b>
	<b><u>Transport</u></b>	
7.091	Direct Transport	7.332
1.155	Contract Hire	0.628
0.087	Car Allowances	0.071
<b>8.333</b>		<b>8.031</b>
	<b><u>Supplies &amp; Services</u></b>	
3.815	Equipment/Materials/Furniture	3.321
0.016	Communications/Computing	0.022
0.004	Printing/Stationery	0.004
0.337	Advertising	0.093
0.004	Grants & Subscriptions	0.005
7.316	Services	7.879
4.915	Miscellaneous	4.793
0.066	Other	0.070
<b>16.473</b>		<b>16.187</b>
	<b><u>Capital Financing</u></b>	
0.000	Other	0.350
<b>0.000</b>		<b>0.350</b>
<b>37.422</b>	<b>Total Expenditure</b>	<b>37.683</b>
	<b><u>Income</u></b>	
-4.888	Government Grants	-4.533
0.000	Other Grants/Reimbursements	-0.080
-4.790	Customer/Client Receipts	-5.791
-6.559	Recharges – Other Revenue Account	-4.377
<b>-16.237</b>	<b>Total Income</b>	<b>-14.781</b>
<b>21.185</b>	<b>NET STREETCARE</b>	<b>22.902</b>

## **Leisure and Culture**

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

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

To improve the quality of life for local people and visitors through the arts and creative industries as a means of enabling all people in RCT to be healthy, inspiring their learning and contributing to the social, economic and environmental transformation of the county borough.

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

To work in collaboration with other Local Authorities: as Arts Connect for the arts and creative industries.

The Division consists of 2 main areas:

Leisure, Parks and Countryside including:

- Area Parks
- Parks and Amenities (including Playgrounds)
- Countryside and Environment
- Leisure
- Sport
- Community Centres

Cultural Services including:

- Arts Development
- Theatres
- Strategic arts and creative industries development and policy advice

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
2.811	NJC Manual Workers	3.074
8.969	NJC APT&C	8.987
0.068	JNC Chief Officers	0.068
0.519	Other	0.492
<b>12.367</b>		<b>12.621</b>
	<b><u>Premises</u></b>	
1.028	Repairs & Maintenance	1.047
1.220	Energy	1.383
0.015	Rents	0.015
0.932	Local Tax	0.982
0.343	Water	0.339
0.074	Cleaning/Domestic	0.074
0.014	Other	0.014
<b>3.626</b>		<b>3.854</b>
	<b><u>Transport</u></b>	
0.306	Direct Transport	0.309
0.445	Contract Hire	0.458
0.003	Public Transport	0.003
0.079	Car Allowances	0.079
<b>0.833</b>		<b>0.849</b>
	<b><u>Supplies &amp; Services</u></b>	
1.019	Equipment/Materials/Furniture	1.027
0.141	Communications/Computing	0.144
0.433	Provisions	0.460
0.099	Printing/Stationery	0.099
0.067	Advertising	0.098
0.002	Grants & Subscriptions	0.002
0.624	Services	0.654
0.972	Miscellaneous	0.878
0.079	Other	0.078
<b>3.436</b>		<b>3.440</b>
	<b><u>Third Party</u></b>	
0.006	Rendered by Other Local Authorities	0.005
0.010	Rendered by Voluntary Organisations	0.011
0.014	Structural	0.015
0.065	Cyclic	0.000
0.005	Safety Aids	0.005
<b>0.100</b>		<b>0.036</b>
	<b><u>Capital Financing</u></b>	
0.050	Other	0.264
<b>0.050</b>		<b>0.264</b>
<b>20.412</b>	<b>Total Expenditure</b>	<b>21.064</b>
	<b><u>Income</u></b>	
-0.858	Government Grants	-1.003
-0.198	Other Grants/Reimbursements	-0.043
-5.077	Customer/Client Receipts	-5.788
-0.943	Recharges – Other Revenue Account	-0.951
<b>-7.076</b>	<b>Total Income</b>	<b>-7.785</b>
<b>13.336</b>	<b>NET LEISURE AND CULTURE</b>	<b>13.279</b>

### **Group Directorate**

The Division consists of 2 main areas that support the remainder of the Environmental Services Group. These are:

- Group Directorate
- Environmental Support Unit

The Environmental Support Unit provides Group-wide support in the delivery and roll out of Corporate initiatives and support to the Environmental Services Group's Service Managers in the delivery of their customer interface. The Unit also holds the Group-wide budgets and represents the Environmental Services Group on any Corporate project teams as appropriate.



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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.126	NJC APT&C	0.128
0.436	JNC Chief Officers	0.440
0.721	Other	0.865
<b>1.283</b>		<b>1.433</b>
	<b><u>Premises</u></b>	
0.443	Repairs & Maintenance	0.439
0.151	Energy	0.146
0.101	Rents	0.099
0.168	Local Tax	0.173
0.058	Water	0.058
0.016	Cleaning/Domestic	0.014
0.004	Other	0.004
<b>0.941</b>		<b>0.933</b>
	<b><u>Transport</u></b>	
0.003	Contract Hire	0.003
0.003	Car Allowances	0.003
<b>0.006</b>		<b>0.006</b>
	<b><u>Supplies &amp; Services</u></b>	
0.122	Equipment/Materials/Furniture	0.120
0.151	Communications/Computing	0.122
0.053	Printing/Stationery	0.038
0.001	Advertising	0.001
0.011	Grants & Subscriptions	0.011
0.143	Services	0.143
0.335	Miscellaneous	0.336
0.006	Other	0.007
<b>0.822</b>		<b>0.778</b>
	<b><u>Capital Financing</u></b>	
0.271	Other	0.272
<b>0.271</b>		<b>0.272</b>
<b>3.323</b>	<b>Total Expenditure</b>	<b>3.422</b>
	<b><u>Income</u></b>	
-0.020	Other Grants/Reimbursements	-0.020
-0.089	Recharges – Other Revenue Account	-0.089
<b>-0.109</b>	<b>Total Income</b>	<b>-0.109</b>
<b>3.214</b>	<b>NET GROUP DIRECTORATE</b>	<b>3.313</b>

**ENVIRONMENTAL SERVICES THREE YEAR CAPITAL PROGRAMME**

	TOTAL COST OF SCHEMES (Inc historic spends) £M	BUDGET		
		2014/15 £M	2015/16 £M	2016/17 £M
<b>Highways, Transportation &amp; Strategic Projects</b>				
<b>Highways Technical Services</b>				
Highways Improvements	24.508	3.897	0.840	0.840
Car Parks	1.567	0.045	0.045	0.045
Structures	3.885	1.500	0.350	0.350
Street Lighting	2.638	0.450	0.250	0.250
<b>Total Highways Technical Services</b>	<b>32.598</b>	<b>5.892</b>	<b>1.485</b>	<b>1.485</b>
<b>Strategic Projects</b>				
Transport Grant Schemes	188.420	0.000	0.000	0.000
SE Wales Transport Alliance Regional Transport Plan	6.753	0.000	0.000	0.000
RCT & Other Grant Transport Schemes	0.440	0.025	0.025	0.025
Traffic Management	3.144	0.160	0.160	0.160
Drainage Improvements	9.965	2.423	0.200	0.140
Land Reclamation	21.198	0.967	0.000	0.000
<b>Total Strategic Projects</b>	<b>229.920</b>	<b>3.575</b>	<b>0.385</b>	<b>0.325</b>
<b>Total Highways, Transportation &amp; Strategic Projects</b>	<b>262.518</b>	<b>9.467</b>	<b>1.870</b>	<b>1.810</b>
<b>Leisure &amp; Cultural Services</b>				
<b>Leisure</b>				
Leisure Centre Refurbishment Programme	13.926	0.090	0.090	0.090
<b>Total Leisure</b>	<b>13.926</b>	<b>0.090</b>	<b>0.090</b>	<b>0.090</b>
<b>Parks &amp; Countryside</b>				
Parks Improvements	2.055	0.119	0.110	0.110
Play Areas	0.647	0.159	0.050	0.050
Countryside	0.356	0.000	0.000	0.000
<b>Total Parks &amp; Countryside</b>	<b>3.058</b>	<b>0.278</b>	<b>0.160</b>	<b>0.160</b>
<b>Total Leisure &amp; Cultural Services</b>	<b>16.984</b>	<b>0.368</b>	<b>0.250</b>	<b>0.250</b>
<b>Public Health &amp; Protection</b>				
<b>Environmental Health</b>				
Cemeteries Planned Programme	1.042	0.139	0.135	0.135
<b>Total Environmental Health</b>	<b>1.042</b>	<b>0.139</b>	<b>0.135</b>	<b>0.135</b>
<b>Community Safety Initiatives</b>				
Community Safety Initiatives	3.689	0.075	0.075	0.075
<b>Total Community Safety Initiatives</b>	<b>3.689</b>	<b>0.075</b>	<b>0.075</b>	<b>0.075</b>
<b>Total Public Health &amp; Protection</b>	<b>4.731</b>	<b>0.214</b>	<b>0.210</b>	<b>0.210</b>

<b>Streetcare</b>				
<b>Waste Strategy</b>				
Waste Treatment Procurement	2.829	0.000	0.000	0.000
Residual Waste Procurement	0.075	0.000	0.000	0.000
Vehicle & Equipment Recycling	0.181	0.000	0.000	0.000
<b>Total Waste Strategy</b>	<b>3.085</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Fleet</b>				
Vehicles	21.975	8.554	3.607	1.418
<b>Total Fleet</b>	<b>21.975</b>	<b>8.554</b>	<b>3.607</b>	<b>1.418</b>
<b>Total Streetcare</b>	<b>25.060</b>	<b>8.554</b>	<b>3.607</b>	<b>1.418</b>
<b>Group Directorate</b>				
Buildings	3.746	0.200	0.200	0.200
Asbestos Remedial Works	0.432	0.030	0.030	0.030
<b>Total Buildings &amp; Asbestos Remedial Works</b>	<b>4.178</b>	<b>0.230</b>	<b>0.230</b>	<b>0.230</b>
<b>Total Group Directorate</b>	<b>4.178</b>	<b>0.230</b>	<b>0.230</b>	<b>0.230</b>
<b>TOTAL ENVIRONMENTAL SERVICES GROUP</b>	<b>313.471</b>	<b>18.833</b>	<b>6.167</b>	<b>3.918</b>

\* The 2014/2015 estimates include estimated slippage from 2013/2014 and additional grant aided schemes that were known when the 3 year programme was agreed.

## **CHIEF EXECUTIVE'S DIVISION**

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

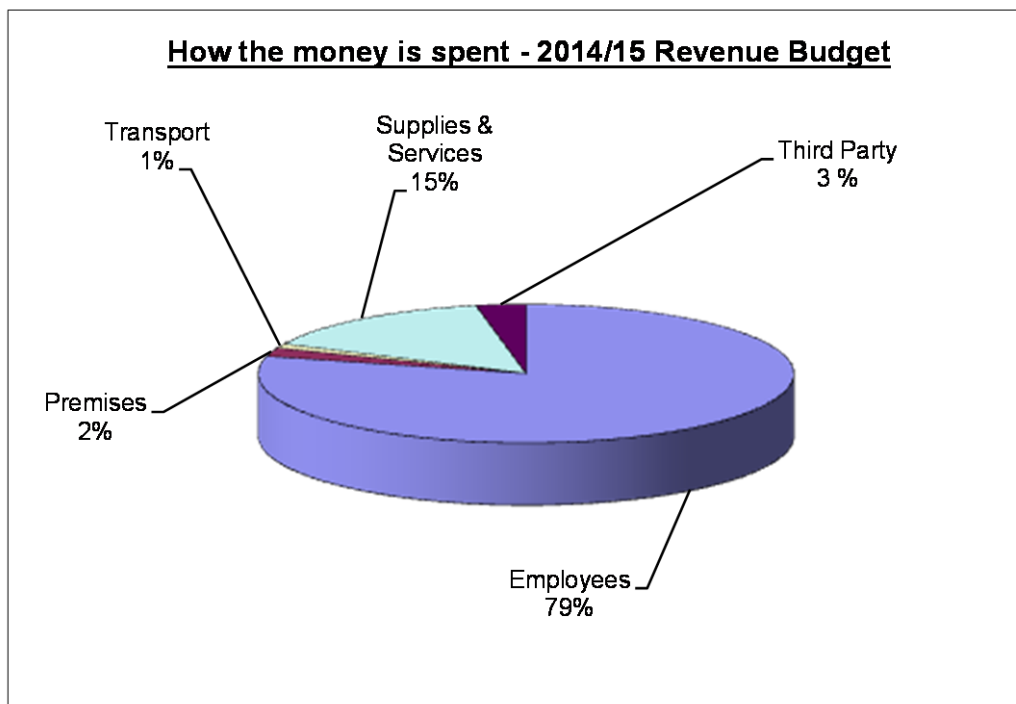
This Division has a focus on the development, implementation and monitoring of the Council's Human Resources Policies, the management of the Authority's public relations activities, coordinating external funding arrangements and enhancing the physical and economic environment of Rhondda Cynon Taf. As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

A summary of the total resources available for the Chief Executive's Division in 2014/15 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	6.426	0.000	6.426
General Fund Revenue	11.954	-2.534	9.420
<b>Total</b>	<b>18.380</b>	<b>-2.534</b>	<b>15.846</b>

## **CHIEF EXECUTIVE'S DIVISION REVENUE EXPENDITURE**

The Net Revenue Expenditure for the Chief Executive's Division for 2014/15 amounts to £9.420M. Gross expenditure is estimated at £11.954M and this is analysed by expenditure type in the chart below.



Income receivable by the Division of £2.534M reduces net expenditure to £9.420M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

### **Specific Revenue Grants 2014/15**

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	Specialist European Team (SET) Programme	0.056
	Aberdare Town Heritage Initiative (THI) Scheme	0.040
European Regional Development Fund (ERDF)	South East Wales Local Investment Fund (SEWLIF)	0.124

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
7.940	NJC APT&C	8.300
0.992	JNC Chief Officers	1.000
0.166	Other	0.164
<b>9.098</b>		<b>9.464</b>
	<b><u>Premises</u></b>	
0.000	Repairs & Maintenance	0.045
0.004	Energy	0.056
0.012	Rents	0.012
0.005	Local Tax	0.040
0.001	Water	0.004
0.008	Cleaning/Domestic	0.032
<b>0.030</b>		<b>0.189</b>
	<b><u>Transport</u></b>	
0.011	Direct Transport	0.006
0.000	Contract Hire	0.001
0.005	Public Transport	0.005
0.091	Car Allowances	0.094
<b>0.107</b>		<b>0.106</b>
	<b><u>Supplies &amp; Services</u></b>	
0.054	Equipment/Materials/Furniture	0.238
0.146	Communications/Computing	0.132
0.002	Provisions	0.055
0.091	Printing/Stationery	0.095
0.310	Advertising	0.304
0.549	Grants & Subscriptions	0.284
0.036	Members Expenses	0.036
0.287	Services	0.285
0.393	Miscellaneous	0.400
0.020	Other	0.022
<b>1.888</b>		<b>1.851</b>
	<b><u>Third Party</u></b>	
0.278	Rendered by Voluntary Organisations	0.285
0.035	Rendered by Private Contract	0.035
0.015	Cyclic	0.015
<b>0.328</b>		<b>0.335</b>
	<b><u>Support Services</u></b>	
0.009	Recharges	0.009
<b>0.009</b>		<b>0.009</b>
<b>11.460</b>	<b>Total Expenditure</b>	<b>11.954</b>
	<b><u>Income</u></b>	
-0.248	Government Grants	-0.219
-0.262	Other Grants/Reimbursements	-0.312
-1.510	Customer/Client Receipts	-1.579
-0.350	Recharges – Other Revenue Account	-0.424
<b>-2.370</b>	<b>Total Income</b>	<b>-2.534</b>
<b>9.090</b>	<b>NET CHIEF EXECUTIVE'S DIVISION BUDGET</b>	<b>9.420</b>

Prior year comparisons are distorted due to the effect of the following transfers which have taken place between years:

- Transfer of Heritage from Education & Lifelong Learning to the Chief Executive's Division.
- Transfer of several Regeneration SLA's from the Chief Executive's Division to Community & Children's Services.

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Chief Executive</u></b>	
0.396	Common Services	0.396
1.367	Cabinet Secretariat	1.317
0.151	Strategic Policy	0.152
0.000	Heritage	0.725
<b>1.914</b>		<b>2.590</b>
	<b><u>Human Resources</u></b>	
0.364	Support Services	0.379
1.840	Employment Services	1.787
1.839	Organisational Development	1.854
<b>4.043</b>		<b>4.020</b>
	<b><u>Regeneration &amp; Planning</u></b>	
2.209	Economic & Community Development	1.882
0.432	Special Development	0.436
0.238	Development Control	0.232
-0.002	Building Control	0.001
0.256	Process	0.259
<b>3.133</b>		<b>2.810</b>
<b>9.090</b>	<b>TOTAL CHIEF EXECUTIVE'S DIVISION BUDGET</b>	<b>9.420</b>

Prior year comparisons are distorted due to the effect of the following transfers which have taken place between years:

- Transfer of Heritage from Education & Lifelong Learning to the Chief Executive's Division.
- Transfer of several Regeneration SLA's from the Chief Executive's Division to Community & Children's Services.



### **Chief Executive's Unit**

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

#### **Strategy and Public Relations**

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

- Press & Communications
- Public Relations & Marketing (including Events, Internal Communications & Creative Design)
- Corporate Policy & Consultation
- Tourism
- Heritage

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

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

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.909	NJC APT&C	1.452
0.449	JNC Chief Officers	0.455
0.066	Other	0.063
<b>1.424</b>		<b>1.970</b>
	<b><u>Premises</u></b>	
0.000	Repairs & Maintenance	0.045
0.000	Energy	0.056
0.002	Local Tax	0.039
0.000	Water	0.004
0.001	Cleaning/Domestic	0.026
<b>0.003</b>		<b>0.170</b>
	<b><u>Transport</u></b>	
0.011	Direct Transport	0.006
0.000	Contract Hire	0.001
0.002	Public Transport	0.002
0.012	Car Allowances	0.021
<b>0.025</b>		<b>0.030</b>
	<b><u>Supplies &amp; Services</u></b>	
0.009	Equipment/Materials/Furniture	0.175
0.016	Communications/Computing	0.029
0.000	Provisions	0.053
0.035	Printing/Stationery	0.040
0.129	Advertising	0.160
0.036	Members Expenses	0.036
0.147	Grants & Subscriptions	0.184
0.080	Services	0.073
0.197	Miscellaneous	0.153
0.002	Other	0.004
<b>0.651</b>		<b>0.907</b>
	<b><u>Third party</u></b>	
0.015	Cyclic	0.015
<b>0.015</b>		<b>0.015</b>
	<b><u>Support Services</u></b>	
0.006	Recharges	0.006
<b>0.006</b>		<b>0.006</b>
<b>2.124</b>	<b>Total Expenditure</b>	<b>3.098</b>
	<b><u>Income</u></b>	
-0.173	Other Grants/Reimbursements	-0.205
-0.037	Customer/Clients Receipts	-0.303
<b>-0.210</b>	<b>Total Income</b>	<b>-0.508</b>
<b>1.914</b>	<b>NET CHIEF EXECUTIVE'S UNIT</b>	<b>2.590</b>

Prior year comparisons are distorted due to the effect of the following transfer which has taken place between years:

- Transfer of Heritage from Education & Lifelong Learning to the Chief Executive's Division.

## **Human Resources**

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

- The Employment Services function supports the Council through three main teams: (1) Education and Lifelong Learning, Corporate Services and the Chief Executives Office, (2) Community and Children's Services; and (3) Environmental Services and Health & Safety. The teams advise on all areas of employee relations, recruitment advertising, health & safety and all aspects of terms and conditions. They implement proposals for organisational change and work to ensure that the Council's employment policies and processes comply with National and European law.
- The Organisational Development function is sub-divided into three linked teams: People Development, Workforce Development (including Job Evaluation) and Occupational Health & Wellbeing. These teams are dedicated to assisting the development of a competent, effective and healthy workforce.
- The Equality & Diversity Team has a strategic role within Human Resources and works closely with service areas to assist them in delivering their equality objectives.
- The service directly contributes to the achievement of the Council's priorities on Medium Term Planning; Human Resources has positioned itself at the heart of the Council's Medium Term Planning arrangements as well as providing focussed support to service areas to enable the successful delivery of key transformation projects
- The service contributes to the Health vision of the SIP. It contributes to the ambition to reduce health inequalities within the strategic theme through the achievement of the Gold Standard of the Corporate Health Standard. Whilst the Corporate Health Standard is aimed at improving the Health & Wellbeing of our employees it should be noted that over 80% of those employees live within the County boundaries and the Corporate Health messages are, therefore, being delivered to our communities as well as our employees.
- The service contributes to the Safety vision within the SIP through the delivery of the Strategic Equality Plan Action Plan and in particular the Equality Objectives on Disability Hate Crime and Addressing Negative Attitudes and Behaviour both of which will contribute to the aim of reducing anti social behaviour.
- The service contributes to the Prosperity vision within the SIP through the delivery of projects such as the apprenticeship and graduate schemes which provide additional opportunities for the communities within Rhondda Cynon Taf, provision of work experience and work placements, working with partners in schools to provide advice and support through participation in projects such as mock job interviews all of which contribute to the delivery of the employability aim.

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

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
3.489	NJC APT&C	3.524
0.274	JNC Chief Officers	0.274
0.099	Other	0.100
<b>3.862</b>		<b>3.898</b>
	<b><u>Transport</u></b>	
0.002	Public Transport	0.002
0.023	Car Allowances	0.023
<b>0.025</b>		<b>0.025</b>
	<b><u>Supplies &amp; Services</u></b>	
0.026	Equipment/Materials/Furniture	0.031
0.080	Communications/Computing	0.080
0.002	Provisions	0.002
0.043	Printing/Stationery	0.043
0.071	Advertising	0.071
0.053	Grants & Subscriptions	0.053
0.105	Services	0.115
0.077	Miscellaneous	0.077
0.014	Other	0.014
<b>0.471</b>		<b>0.486</b>
	<b><u>Third Party</u></b>	
0.035	Rendered by Private Contract	0.035
<b>0.035</b>		<b>0.035</b>
<b>4.393</b>	<b>Total Expenditure</b>	<b>4.444</b>
	<b><u>Income</u></b>	
-0.350	Recharges – Other Revenue Account	-0.424
<b>-0.350</b>	<b>Total Income</b>	<b>-0.424</b>
<b>4.043</b>	<b>NET HUMAN RESOURCES</b>	<b>4.020</b>

## **Regeneration and Planning**

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

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

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

The regeneration service delivers third sector and business support, both the Council's own capital grants and those for which external funding is available. The RCT Business Club is also led by the service.

Town Centres are key work areas with major town centre regeneration schemes being currently delivered in Pontypridd and Aberdare, and the service is continually exploring further funding sources for our towns. Town Centre strategy development and the delivery, in partnership, of complementary initiatives is also undertaken. Working with town centre business to support them in developing actions is important.

Significant areas of the Service's work is around supporting other Council services and external organisations in developing regeneration strategically and also accessing funding regimes. With a new round of European Structural funding currently in development, the Council is also involved in shaping the new programme.

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

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
3.542	NJC APT&C	3.324
0.269	JNC Chief Officers	0.271
0.001	Other	0.001
<b>3.812</b>		<b>3.596</b>
	<b><u>Premises</u></b>	
0.004	Energy	0.000
0.012	Rents	0.012
0.003	Local Tax	0.001
0.001	Water	0.000
0.007	Cleaning/Domestic	0.006
<b>0.027</b>		<b>0.019</b>
	<b><u>Transport</u></b>	
0.001	Public Transport	0.001
0.056	Car Allowances	0.050
<b>0.057</b>		<b>0.051</b>
	<b><u>Supplies &amp; Services</u></b>	
0.019	Equipment/Materials/Furniture	0.032
0.050	Communications/Computing	0.023
0.013	Printing/ Stationery	0.012
0.110	Advertising	0.073
0.349	Grants & Subscriptions	0.047
0.102	Services	0.097
0.119	Miscellaneous	0.170
0.004	Other	0.004
<b>0.766</b>		<b>0.458</b>
	<b><u>Third Party</u></b>	
0.278	Rendered by Voluntary Organisations	0.285
<b>0.278</b>		<b>0.285</b>
	<b><u>Support Services</u></b>	
0.003	Recharges	0.003
<b>0.003</b>		<b>0.003</b>
<b>4.943</b>	<b>Total Expenditure</b>	<b>4.412</b>
	<b><u>Income</u></b>	
-0.248	Government Grants	-0.219
-0.089	Other Grants/Reimbursements	-0.107
-1.473	Customer/Client Receipts	-1.276
<b>-1.810</b>	<b>Total Income</b>	<b>-1.602</b>
<b>3.133</b>	<b>NET REGENERATION AND PLANNING</b>	<b>2.810</b>

Prior year comparisons are distorted due to the effect of the following transfers which have taken place between years:

- Transfer of several Regeneration SLA's from the Chief Executive's Division to Community & Children's Services.

**CHIEF EXECUTIVE THREE YEAR CAPITAL PROGRAMME**

	TOTAL COST OF SCHEME (inc historic spend)	BUDGET		
		2014/15	2015/16	2016/17
	£M	£M	£M	£M
<b><u>Regeneration &amp; Planning</u></b>				
Town Centre Physical Regeneration	1.602	0.342	0.267	0.267
Ferndale Town Centre	3.101	0.045	0.000	0.000
Pontypridd Lido	5.724	4.944	0.202	0.000
Pontypridd Town Centre	10.812	0.430	0.000	0.000
Project Support Fund	3.095	0.338	0.267	0.267
Business Support Grants	6.891	0.150	0.266	0.266
LIF Business Finance Grant (Convergence)	4.368	0.098	0.000	0.000
SEW Community Economic Development	0.563	0.079	0.000	0.000
<b>Total Chief Executive</b>	<b>36.156</b>	<b>6.426</b>	<b>1.002</b>	<b>0.800</b>

\* The 2014/2015 estimates include estimated slippage from 2013/2014 and additional grant aided schemes that were known when the 3 year programme was agreed.



## **CORPORATE SERVICES**

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**CORPORATE SERVICES OVERVIEW**

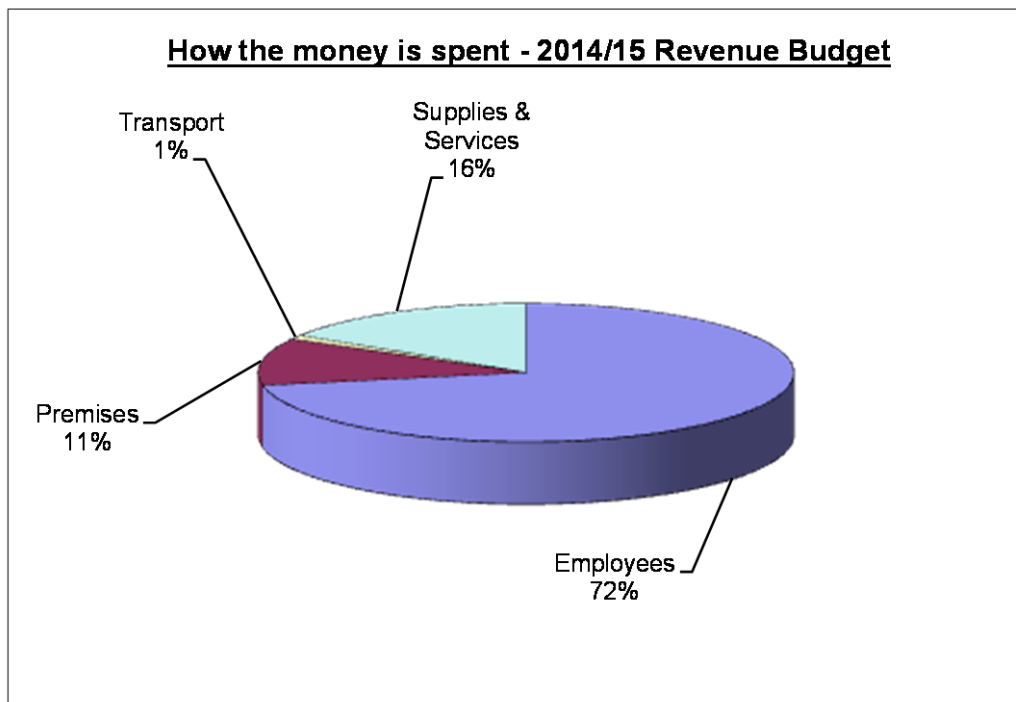
This group contains both front line (e.g. Housing Benefits, Council Tax, Pensions and Customer Care) and corporate support functions (e.g. Accountancy, Legal, Corporate Estates, Procurement, ICT and Member Services) that underpin the service delivery capability across all groups.

A summary of the total resources available for the Corporate Services Group in 2014/15 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	1.120	0.000	1.120
General Fund Revenue	33.138	-10.314	22.824
<b>Total</b>	<b>34.258</b>	<b>-10.314</b>	<b>23.944</b>

### **CORPORATE SERVICES REVENUE EXPENDITURE**

The Net Revenue Budget for the Corporate Services Group for 2014/15 amounts to £22.824M. Gross expenditure is estimated at £33.138M and this is analysed by expenditure type in the chart below.



Income receivable by the Group of £10.314M reduces net expenditure to £22.824M. A detailed analysis of how this money will be spent can be found on subsequent pages within this section.

### **Specific Revenue Grants 2014/15**

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	NNDR Admin Grant	0.372
Department for Work & Pensions (DWP)	Housing Benefit & Council Tax Benefit / Admin Grant	1.358

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.088	NJC Manual Workers	0.091
21.453	NJC APT&C	21.597
2.132	JNC Chief Officers	2.083
0.108	Other	0.108
<b>23.781</b>		<b>23.879</b>
	<b><u>Premises</u></b>	
0.909	Repairs & Maintenance	0.907
0.025	Maintenance of Grounds	0.023
0.735	Energy	0.815
0.902	Rents	0.818
0.967	Local Tax	0.947
0.071	Water	0.071
0.084	Cleaning/Domestic	0.063
0.005	Other	0.001
<b>3.698</b>		<b>3.645</b>
	<b><u>Transport</u></b>	
0.011	Direct Transport	0.012
0.015	Public Transport	0.019
0.154	Car Allowances	0.137
<b>0.180</b>		<b>0.168</b>
	<b><u>Supplies &amp; Services</u></b>	
0.417	Equipment/Materials/Furniture	0.303
2.405	Communications/Computing	2.279
0.676	Printing/Stationery	0.590
0.138	Advertising	0.038
0.031	Members Expenses	0.032
0.053	Grants & Subscriptions	0.051
0.693	Services	0.916
1.319	Miscellaneous	1.148
0.044	Other	0.047
<b>5.776</b>		<b>5.404</b>
	<b><u>Third Party</u></b>	
0.010	Rendered by Voluntary Organisations	0.010
<b>0.010</b>		<b>0.010</b>
	<b><u>Transfer Payments</u></b>	
0.006	School Children/Students	0.000
<b>0.006</b>		<b>0.000</b>
	<b><u>Support Services</u></b>	
0.032	Recharges	0.032
<b>0.032</b>		<b>0.032</b>
	<b><u>Capital Financing</u></b>	
0.002	Capital Charges	0.000
<b>0.002</b>		<b>0.000</b>
<b>33.485</b>	<b>Total Expenditure</b>	<b>33.138</b>
	<b><u>Income</u></b>	
-2.276	Government Grants	-1.730
-0.911	Other Grants/Reimbursements	-1.151
-3.995	Customer/Client Receipts	-3.763
-3.814	Recharges – Other Revenue Account	-3.670
<b>-10.996</b>	<b>Total Income</b>	<b>-10.314</b>
<b>22.489</b>	<b>NET CORPORATE SERVICES BUDGET</b>	<b>22.824</b>

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Financial Services</u></b>	
2.183	Financial Management and Accountancy	2.075
2.885	Operational Finance	3.481
0.527	Performance and Resources	0.485
0.460	Internal Audit	0.460
0.096	Public Service Partnerships	0.097
<b>6.151</b>		<b>6.598</b>
	<b><u>ICT</u></b>	
3.981	ICT Operational Services	4.341
<b>3.981</b>		<b>4.341</b>
	<b><u>Legal and Democratic Services</u></b>	
1.255	Legal Services	1.246
2.149	Democratic Services	2.037
0.315	Central Print Unit	0.000
0.392	Legal Administration	0.489
<b>4.111</b>		<b>3.772</b>
	<b><u>Corporate Estates Management</u></b>	
0.080	Management of Surplus Sites	0.072
-0.105	Sundry Land and Properties	-0.101
1.844	Corporate Estates Management Dept	1.876
3.128	Office Accommodation	3.002
<b>4.947</b>		<b>4.849</b>
	<b><u>Group Management</u></b>	
0.161	Director and Support Services	0.147
<b>0.161</b>		<b>0.147</b>
	<b><u>Procurement</u></b>	
0.645	Procurement	0.645
<b>0.645</b>		<b>0.645</b>
	<b><u>Customer Care</u></b>	
0.807	One4all	0.809
0.342	Strategic Management	0.363
1.184	Contact Centres	1.177
0.160	E Government	0.123
<b>2.493</b>		<b>2.472</b>
<b>22.489</b>	<b>TOTAL CORPORATE SERVICES BUDGET</b>	<b>22.824</b>

Prior year comparisons are distorted due to the effect of the following transfer which has taken place between years:

- Transfer of Central Print Unit from Legal & Democratic Services to ICT.

## **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** – that includes Insurance, Treasury Management & Pension Fund Investments and Council Wide Financial Reporting & Management Accounting.
- **Operational Finance** – encompassing Council Tax, NNDR, Housing & Council Tax Benefits, Sundry Debtors, Payroll, Pensions & Creditor Payments.
- **Performance & Resources** – that provides data and performance management support services across the Council.
- **Internal Audit** – the Internal Audit Service as well as delivering its traditional role, contributes to the continuous improvement agenda through operational audits and project work.
- **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>2013/14 Budget £M</b>		<b>2014/15 Budget £M</b>
	<b><u>Employees</u></b>	
0.024	NJC Manual Workers	0.024
9.122	NJC APT&C	9.099
0.792	JNC Chief Officers	0.703
<b>9.938</b>		<b>9.826</b>
	<b><u>Premises</u></b>	
0.000	Rents	0.001
0.027	Cleaning/Domestic	0.027
<b>0.027</b>		<b>0.028</b>
	<b><u>Transport</u></b>	
0.007	Public Transport	0.006
0.045	Car Allowances	0.035
<b>0.052</b>		<b>0.041</b>
	<b><u>Supplies &amp; Services</u></b>	
0.035	Equipment/Materials/Furniture	0.027
0.462	Communications/Computing	0.508
0.088	Printing/Stationery	0.078
0.007	Advertising	0.007
0.028	Grants & Subscriptions	0.026
0.072	Services	0.069
0.957	Miscellaneous	0.965
0.010	Other	0.008
<b>1.659</b>		<b>1.688</b>
	<b><u>Third Party</u></b>	
0.010	Rendered by Voluntary Organisations	0.010
<b>0.010</b>		<b>0.010</b>
	<b><u>Transfer Payments</u></b>	
0.006	School Children/Students	0.000
<b>0.006</b>		<b>0.000</b>
	<b><u>Support Services</u></b>	
0.006	Recharges	0.006
<b>0.006</b>		<b>0.006</b>
<b>11.698</b>	<b>Total Expenditure</b>	<b>11.599</b>
	<b><u>Income</u></b>	
-2.276	Government Grants	-1.730
-0.020	Other Grants / Reimbursements	-0.020
-0.743	Customer/Client Receipts	-0.743
-2.508	Recharges – Other Revenue Account	-2.508
<b>-5.547</b>	<b>Total Income</b>	<b>-5.001</b>
<b>6.151</b>	<b>NET FINANCIAL SERVICES</b>	<b>6.598</b>

## **ICT Service**

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

### **The Service Delivers & Supports**

- The management and deployment of all End User Computing Devices to officers in the Council from PCs, Laptops, Tablets, Smartphone's whilst supporting agile working through Virtual PCs.
- Over 150 Business Applications for the Council including maintenance, upgrades and improvements so departments can deliver effective, and efficient services and whilst having the ability to store key customer or client information including its key server infrastructure estate.
- The management of 120 Service based ICT Contracts ensuring effective services are in place through government frameworks, ensuring value for money with a view to drive efficiencies.
- Transformation & Collaboration Projects enabled through the use of ICT, this includes 21st Century Schools Transformation, Shared Data Centre with Bridgend CBC, Shared Capita ONE Merthyr CBC Hosting, Multi Agency Safeguard Hub, Cwm Taf Youth Offending team to name but a few.
- The Council with a high quality print, delivery, and courier service by cost effective and efficient means through the Central Print Unit function.
- ICT are also responsible for the Council's Information Management arrangements (Policies, Procedures and Protocols etc) as well as ensuring all information held and shared is appropriately secured whilst being compliant with Central Government legislation such as the "Public Service Network" and Data Protection Act.
- Voice and Data Communication links that provides the Councils telephone networks, WiFi provision, broadband enablement and Local & Wide Area Data Networks across all establishments in the Council.

### **Key Objectives 2014/15**

- Ensure customers receive a quality response based on timeliness, satisfaction and resolution at first point of contact, whilst leading, supporting & delivering on Council ICT based improvement projects (including service change agenda).
- Maximise exploitation of our Assets – where appropriate in collaboration (people, contracts & budgets).
- Enabling technological agility - Optimise and sustain the Council's strategic ICT Infrastructure (such as our Broadband Network, Data Centre & Security)



and ensure our processes, standards and policies are robust and accepted by ICT users.

- Managing, Sharing & Using Secure Information, ensuring effective information governance, assess opportunities for integration and provide an environment for more secure efficient data sharing.
- To provide the Council with a high quality print, delivery, and courier service by cost effective and efficient means through the Central Print Unit function.

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
2.485	NJC APT&C	2.769
0.174	JNC Chief Officers	0.174
<b>2.659</b>		<b>2.943</b>
	<b><u>Premises</u></b>	
0.010	Repairs & Maintenance	0.010
0.001	Rents	0.001
<b>0.011</b>		<b>0.011</b>
	<b><u>Transport</u></b>	
0.000	Direct Transport	0.009
0.001	Public Transport	0.002
0.018	Car Allowances	0.019
<b>0.019</b>		<b>0.030</b>
	<b><u>Supplies &amp; Services</u></b>	
0.040	Equipment/Materials/Furniture	0.105
1.406	Communications/Computing	1.463
0.293	Printing/Stationery	0.427
0.002	Advertising	0.002
0.003	Grants & Subscriptions	0.003
0.005	Services	0.005
0.020	Miscellaneous	0.020
0.001	Other	0.002
<b>1.770</b>		<b>2.027</b>
<b>4.459</b>	<b>Total Expenditure</b>	<b>5.011</b>
	<b><u>Income</u></b>	
-0.070	Other Grants / Reimbursements	0.000
0.000	Customer/Client Receipts	-0.001
-0.408	Recharges – Other Revenue Account	-0.669
<b>-0.478</b>	<b>Total Income</b>	<b>-0.670</b>
<b>3.981</b>	<b>NET ICT</b>	<b>4.341</b>

Prior year comparisons are distorted due to the effect of the following transfer which has taken place between years:

- Transfer of Central Print Unit from Legal & Democratic Services to ICT.

### **Legal and Democratic Services Division**

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

- Delivery of Corporate and Client orientated Legal Services
- Delivery of Committee, Scrutiny and Member Support Functions
- Land Charges and Electoral Services (Electoral Registration and Conduct of Elections)
- Corporate Governance Unit
- Supporting the role and service delivery of Her Majesty's (HM) 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>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
3.501	NJC APT&C	3.248
0.524	JNC Chief Officers	0.564
0.108	Other	0.108
<b>4.133</b>		<b>3.920</b>
	<b><u>Premises</u></b>	
0.059	Rents	0.061
0.001	Local Tax	0.002
<b>0.060</b>		<b>0.063</b>
	<b><u>Transport</u></b>	
0.009	Direct Transport	0.000
0.004	Public Transport	0.008
0.016	Car Allowances	0.012
<b>0.029</b>		<b>0.020</b>
	<b><u>Supplies &amp; Services</u></b>	
0.251	Equipment/Materials/Furniture	0.080
0.256	Communications/Computing	0.046
0.258	Printing/Stationery	0.053
0.114	Advertising	0.016
0.031	Member Expenses	0.032
0.582	Services	0.774
0.167	Miscellaneous	0.082
0.002	Other	0.005
<b>1.661</b>		<b>1.088</b>
	<b><u>Support Services</u></b>	
0.038	Recharges	0.026
<b>0.038</b>		<b>0.026</b>
	<b><u>Capital Financing</u></b>	
0.002	Capital Charges	0.000
<b>0.002</b>		<b>0.000</b>
<b>5.923</b>	<b>Total Expenditure</b>	<b>5.117</b>
	<b><u>Income</u></b>	
-0.474	Other Grants/Reimbursements	-0.608
-0.532	Customer/Client Receipts	-0.320
-0.806	Recharges – Other Revenue Account	-0.417
<b>-1.812</b>	<b>Total Income</b>	<b>-1.345</b>
<b>4.111</b>	<b>NET LEGAL AND DEMOCRATIC SERVICES</b>	<b>3.772</b>

Prior year comparisons are distorted due to the effect of the following transfer which has taken place between years:

- Transfer of Central Print Unit from Legal & Democratic Services to ICT.

## **Corporate Estates**

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

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

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

### **Top priorities for the next 3 years;**

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

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.064	NJC Manual Workers	0.067
2.992	NJC APT&C	3.008
0.257	JNC Chief Officer	0.271
<b>3.313</b>		<b>3.346</b>
	<b><u>Premises</u></b>	
0.899	Repairs & Maintenance	0.897
0.025	Maintenance of Grounds	0.023
0.735	Energy	0.815
0.842	Rents	0.755
0.966	Local Tax	0.945
0.071	Water	0.071
0.055	Cleaning/Domestic	0.034
0.005	Other	0.001
<b>3.598</b>		<b>3.541</b>
	<b><u>Transport</u></b>	
0.002	Direct Transport	0.003
0.061	Car Allowances	0.058
<b>0.063</b>		<b>0.061</b>
	<b><u>Supplies &amp; Services</u></b>	
0.012	Equipment/Materials/Furniture	0.012
0.162	Communications/Computing	0.149
0.016	Printing/Stationery	0.013
0.011	Advertising	0.010
0.018	Grants & Subscriptions	0.018
0.003	Services	0.008
0.106	Miscellaneous	0.015
0.010	Other	0.012
<b>0.338</b>		<b>0.237</b>
	<b><u>Support Services</u></b>	
-0.012	Recharges	0.000
<b>-0.012</b>		<b>0.000</b>
<b>7.300</b>	<b>Total Expenditure</b>	<b>7.185</b>
	<b><u>Income</u></b>	
-0.004	Other Grants/Reimbursements	-0.004
-2.334	Customer/Client Receipts	-2.332
-0.015	Recharges – Other Revenue Account	0.000
<b>-2.353</b>	<b>Total Income</b>	<b>-2.336</b>
<b>4.947</b>	<b>NET CORPORATE ESTATES MANAGEMENT</b>	<b>4.849</b>

**Group Management**

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

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.165	JNC Chief Officers	0.151
<b>0.165</b>		<b>0.151</b>
	<b><u>Transport</u></b>	
0.001	Public Transport	0.000
0.001	Car Allowances	0.001
<b>0.002</b>		<b>0.001</b>
	<b><u>Supplies &amp; Services</u></b>	
0.001	Communications/Computing	0.000
0.002	Printing/Stationery	0.002
0.000	Miscellaneous	0.001
0.003	Other	0.003
<b>0.006</b>		<b>0.006</b>
<b>0.173</b>	<b>Total Expenditure</b>	<b>0.158</b>
	<b><u>Income</u></b>	
-0.012	Recharges - Other Revenue Account	-0.011
<b>-0.012</b>	<b>Total Income</b>	<b>-0.011</b>
<b>0.161</b>	<b>NET GROUP MANAGEMENT</b>	<b>0.147</b>

### **Corporate Procurement Unit**

The Corporate Procurement Unit provides direct procurement services, as well as acting as a support function for staff performing devolved procurement across the Council. The Unit operates to ensure that the goods, services and works procured by the Council are acquired in accordance with appropriate terms and conditions and that these fully meet the service requirements and assist in the achievement of Council objectives of efficiency and best value, as embodied in the Community and Improvement Plans.

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

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

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

- To deliver efficiencies through process improvement activities and the continued development and implementation of E-Procurement Solutions.
- To deliver improved value from the Council's external spend on goods, services and works through the successful delivery of procurement projects and strategic frameworks.
- To maximise efficiencies and achieve best value for the Council through the delivery of collaborative procurement projects with internal and external partners, including the strategic developments of the decision to create a National Procurement Service for the Welsh Public Sector covering a limited range of procurement activities.
- To develop the performance of the Corporate Procurement Unit through the development and implementation of category management approaches and implementing efficient and effective working practices that ensure compliance with relevant legislation, guidance and best practice and provide an effective contribution to the delivery of strategic objectives (**Development of the Procurement Unit**).



- To implement an effective sustainable procurement policy that supports the wider aims and objectives of the Council and ensures a positive impact in supporting the local economy (**Development of Sustainable Procurement**).

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
0.759	NJC APT&C	0.925
0.155	JNC Chief Officers	0.155
<b>0.914</b>		<b>1.080</b>
	<b><u>Transport</u></b>	
0.002	Car Allowances	0.002
<b>0.002</b>		<b>0.002</b>
	<b><u>Supplies &amp; Services</u></b>	
0.004	Equipment/Materials/Furniture	0.005
0.018	Communications/Computing	0.018
0.004	Printing/Stationery	0.004
0.001	Advertising	0.000
0.001	Grants & Subscriptions	0.001
0.003	Services	0.003
0.051	Miscellaneous	0.051
<b>0.082</b>		<b>0.082</b>
<b>0.998</b>	<b>Total Expenditure</b>	<b>1.164</b>
	<b><u>Income</u></b>	
-0.343	Other Grants/Reimbursements	-0.519
-0.010	Customer/Client Receipts	0.000
<b>-0.353</b>	<b>Total Income</b>	<b>-0.519</b>
<b>0.645</b>	<b>NET PROCUREMENT</b>	<b>0.645</b>

## **Customer Care Service**

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

### **Website and Mobile Self Service**

- Customers increasingly seek information 'on-line' at the Council's website, with over 1.5 million visits to [www.rctcbc.gov.uk](http://www.rctcbc.gov.uk), annually. This allows customers to 'self-serve' at their convenience and systems are continually being developed to enable customers to transact their business with the Council on-line.

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

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

### **One4aLL (Face to Face) Centres**

- One4aLL centres provide advice 'in person' in the community, with 140,000 contacts annually. Customers are supported with matters that may need evidence to be provided, assessed, or issued such as Disabled Parking badges, Concessionary Bus passes, or support with applications for Planning, Benefits and so on.
- The centres host a range of 'specialists' e.g. Registrar, Citizen and Consumer Advice, Age Concern, Department for Work and Pensions and HM Revenue & Customs to widen the advice available.

### **Key Objectives 2014/15**

- To streamline and further improve public facing 'e' access facilities and promote self service opportunities.
- To improve staff/member intranet (internal communication and support tool) access to key information that supports their role.
- To ensure legislative and other service changes are implemented effectively across all access channels to meet customer and business obligations.
- To ensure customer interactions are efficiently supported by effective processes and systems (whether self served or assisted).
- To improve access to Welsh language services across service led access points.

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

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
	<b><u>Employees</u></b>	
2.594	NJC APT&C	2.548
0.065	JNC Chief Officers	0.065
<b>2.659</b>		<b>2.613</b>
	<b><u>Premises</u></b>	
0.002	Cleaning/Domestic	0.002
<b>0.002</b>		<b>0.002</b>
	<b><u>Transport</u></b>	
0.002	Public Transport	0.003
0.011	Car Allowances	0.010
<b>0.013</b>		<b>0.013</b>
	<b><u>Supplies &amp; Services</u></b>	
0.075	Equipment/Materials/Furniture	0.074
0.100	Communications/Computing	0.095
0.015	Printing/Stationery	0.013
0.003	Advertising	0.003
0.003	Grants & Subscriptions	0.003
0.028	Services	0.057
0.018	Miscellaneous	0.014
0.018	Other	0.017
<b>0.260</b>		<b>0.276</b>
<b>2.934</b>	<b>Total Expenditure</b>	<b>2.904</b>
	<b><u>Income</u></b>	
-0.376	Customer/Client Receipts	-0.367
-0.065	Recharges - Other Revenue Account	-0.065
<b>-0.441</b>	<b>Total Income</b>	<b>-0.432</b>
<b>2.493</b>	<b>NET CUSTOMER CARE</b>	<b>2.472</b>

**CORPORATE SERVICES THREE YEAR CAPITAL PROGRAMME**

	TOTAL COST OF SCHEME (inc historic spend) £M	BUDGET		
		2014/15 £M	2015/16 £M	2016/17 £M
<b><u>Finance Services</u></b>				
CIVICA Financials Project	1.927	0.170	0.200	0.200
Capitalisation of Computer HW/SW & Licences	8.294	0.500	0.500	0.500
<b>Total Finance Services</b>	<b>10.221</b>	<b>0.670</b>	<b>0.700</b>	<b>0.700</b>
<b><u>Customer Services</u></b>				
Customer Services Plan Phase 2	1.452	0.300	0.000	0.000
<b>Total Customer Services</b>	<b>1.452</b>	<b>0.300</b>	<b>0.000</b>	<b>0.000</b>
<b><u>Corporate Estates</u></b>				
Major Refurbishment/Rationalisation of Service Group Accommodation	5.121	0.100	0.150	0.150
Strategic Maintenance	1.534	0.050	0.050	0.050
<b>Total Corporate Estates</b>	<b>6.655</b>	<b>0.150</b>	<b>0.200</b>	<b>0.200</b>
<b>TOTAL CORPORATE SERVICES</b>	<b>18.328</b>	<b>1.120</b>	<b>0.900</b>	<b>0.900</b>

\* The 2014/2015 estimates include estimated slippage from 2013/2014 and additional grant aided schemes that were known when the 3 year programme was agreed.

## **CORPORATE BUDGETS**

## **CORPORATE BUDGETS OVERVIEW**

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

A summary of the total resources available for these budgets in 2014/15 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	1.701	0.000	1.701
General Fund Revenue	146.697	-77.451	69.246
<b>Total</b>	<b>148.398</b>	<b>-77.451</b>	<b>70.947</b>

**CORPORATE BUDGETS : SERVICES PROVIDED**

<b>2013/14 Budget</b>		<b>2014/15 Budget</b>
<b>£M</b>		<b>£M</b>
24.261	Capital Financing	23.766
12.175	Levies	11.665
13.794	Miscellaneous	9.931
0.380	NNDR Relief	0.380
22.061	Council Tax Reduction Scheme	23.504
<b>72.671</b>	<b>TOTAL CORPORATE BUDGETS</b>	<b>69.246</b>



**CORPORATE INITIATIVES THREE YEAR CAPITAL PROGRAMME**

	TOTAL COST OF SCHEMES (INC HISTORIC SPENDS) £M	BUDGET		
		2014/15 £M	2015/16 £M	2016/17 £M
Disabled Access Initiatives	2.535	0.082	0.000	0.000
Asset Management Planning	1.288	0.100	0.050	0.050
Corporate Improvement	1.445	0.301	0.075	0.075
Asbestos Management	2.126	0.245	0.200	0.200
Asbestos Remediation Works	0.773	0.493	0.050	0.050
Legionella Remediation Works	3.469	0.225	0.300	0.300
Legionella Management	2.670	0.255	0.255	0.255
<b>TOTAL CORPORATE INITIATIVES</b>	<b>14.306</b>	<b>1.701</b>	<b>0.930</b>	<b>0.930</b>

\* The 2014/2015 estimates include slippage from 2013/2014 and additional grant aided schemes that were known when the 3 year programme was agreed.