



RHONDDA CYNON TAF

CYNGOR BWRDEISTREF SIROL
RHONDDA CYNON TAF
COUNTY BOROUGH COUNCIL

**Bydd cyfarfod o'r CABINET yn cael ei gynnal yn Siambr y Cyngor, Cwm
Clydach, CF40 2XX
Dydd Iau, 20fed Chwefror, 2020 am 10.30 am**

**Dolen gyswllt: Hannah Williams – Uned Busnes y Cyngor
(Rhif ffôn. 01443 424062)**

Os bydd cynghorwyr neu aelodau o'r cyhoedd yn dymuno cael cyfle i annerch y Cabinet am unrhyw fater ar yr agenda isod, rhaid iddyn nhw ofyn am gael gwneud hynny erbyn canol Dydd Mawrth, 18 Chwefror 2020. Rhaid iddyn nhw hefyd gadarnhau ai yn y Gymraeg neu yn y Saesneg y byddan nhw'n annerch.

Nodwch mai'r Cadeirydd biau'r penderfyniad i ganiatáu'r cais am annerch y Cabinet. Bydd pob cais yn cael ei ystyried ar sail y materion sy'n cael eu trafod ar yr agenda, buddiant y cyhoedd/y Cynghorydd ynglŷn â phob mater, a'r gofynion o ran y materion sydd i'w trafod ar y diwrnod hwnnw. I wneud cais, anfonwch e-bost i UnedBusnesGweithredolaRheoleiddiol@rctcbc.gov.uk

MATERION I'W TRAFOD

1. DATGAN BUDDIANT

Derbyn datganiadau o fuddiannau personol gan Aelodau, yn unol â gofynion y Cod Ymddygiad.

Noder:

1. Mae gofyn i Aelodau ddatgan rhif a phwnc yr agendwm mae eu buddiant yn ymwneud ag ef a mynegi natur y buddiant personol hwnnw; a
2. Lle bo Aelodau'n ymneilltuo o'r cyfarfod o ganlyniad i ddatgelu buddiant sy'n rhagfarnu, mae rhaid iddyn nhw roi gwybod i'r Cadeirydd pan fyddan nhw'n gadael.

**2. YMRWYMIAD Y CYNGOR I DDARPARU GWASANAETHAU
CYNGHORI ADDYSG AR Y CYD YN Y DYFODOL**

Derbyn adroddiad y Cyfarwyddwr Addysg a Gwasanaethau Cynhwysiant sy'n rhoi cyfle i'r Cabinet drafod penderfyniad Cydbwyllgor Consortiwm Canolbarth y De i barhau i ddarparu gwasanaethau cyngori addysg ar y cyd, mewn partneriaeth â'r pedwar cyngor arall yn y rhanbarth, am y tair blynedd nesaf o leiaf.

(Tudalennau 5 - 86)

3. POLISI FFÏOEDD A THALIADAU'R CYNGOR 2020-2021

Derbyn adroddiad Cyfarwyddwr y Gwasanaethau Cyllid a Digidol, sy'n cyflwyno i'r Cabinet adolygiadau arfaethedig i ffioedd a thaliadau'r Cyngor ar gyfer y flwyddyn ariannol, 2020/21, (pob un i'w gweithredu o 1 Ebrill 2020 neu cyn gynted ag y bo'n ymarferol wedi hynny/oni nodir yn wahanol).

(Tudalennau 87 - 96)

4. CYLLIDEB REFENIW'R CYNGOR AR GYFER 2020/21

Derbyn adroddiad Cyfarwyddwr y Gwasanaethau Cyllid a Digidol, sy'n rhoi'r cyfle i'r Cabinet drafod strategaeth gyllideb ddrafft y bydden nhw'n dymuno ei chyflwyno i'r Cyngor, a'i diwygio yn ôl yr angen.

(Tudalennau 97 - 158)

5. RHAGLEN GYFALAF Y CYNGOR 2020/21-2022/23

Derbyn adroddiad Cyfarwyddwr y Gwasanaethau Cyllid a Digidol, sy'n cyflwyno i'r Cabinet raglen gyfalaf dair blynedd arfaethedig ar gyfer 2020/21 hyd at 2022/23, a fydd yn cael ei chyflwyno i'r Cyngor i'w chymeradwyo, os yw'n dderbyniol.

(Tudalennau 159 - 182)

6. TRAFOD CADARNHAU'R CYNNIG ISOD YN BENDERFYNIAD

"Bod y cyfarfod hwn yn cadw aelodau o'r wasg ac aelodau o'r cyhoedd allan o ystafell y cyfarfod, dan Adran 100A(4) o Ddeddf Llywodraeth Leol (fel y'i diwygiwyd), yn ystod trafod yr agendwm nesaf, ar y sail y byddai'n debygol o olygu datgelu gwybodaeth eithriedig yn ôl diffiniad paragraff 14 o Ran 4 o Atodlen 12A i'r Ddeddf."

7. CAFFAEL YR HEN NEUADD BINGO, PONTYPRIDD

Derbyn adroddiad Cyfarwyddwr Eiddo'r Cyngor, sy'n ceisio awdurdod i gaffael budd rhydd-ddaliad yr eiddo presennol yn 79-85 Stryd Fawr a 75-77 Stryd Fawr, Pontypridd, sef yr hen Neuadd Bingo.

(Tudalennau 183 - 190)

8. MATERION BRYD

Trafod unrhyw faterion bryd y mae'r Cadeirydd yn eu gweld yn briodol.



Cyfarwyddwr Gwasanaeth y Gwasanaethau Democrataidd a Chyfathrebu

Cylchrediad:-

Y Cynghorwyr: Y Cynghorydd A Morgan (Cadeirydd)
Y Cynghorydd M Webber (Is-gadeirydd)
Y Cynghorydd R Bevan
Y Cynghorydd A Crimmings
Y Cynghorydd M Norris
Y Cynghorydd J Rosser
Y Cynghorydd R Lewis
Y Cynghorydd C Leyshon

Swyddogion: Chris Bradshaw, Prif Weithredwr
Christian Hanagan, Cyfarwyddwr Gwasanaeth y Gwasanaethau
Democrataidd a Chyfathrebu
Gio Isingrini, Cyfarwyddwr Cyfadran y Gwasanaethau Cymuned a
Gwasanaethau i Blant
Nigel Wheeler, Cyfarwyddwr Cyfadran – Ffyniant, Datblygu, a
Gwasanaethau Rheng-flaen
Paul Mee, Cyfarwyddwr – Iechyd a Diogelwch y Cyhoedd, a
Gwasanaethau'r Gymuned.
David Powell, Cyfarwyddwr Materion Eiddo'r Cyngor
Richard Evans, Cyfarwyddwr - Materion Adnoddau Dynol
Simon Gale, Cyfarwyddwr Materion Ffyniant a Datblygu
Andy Wilkins, Cyfarwyddwr y Gwasanaethau Cyfreithiol
Barrie Davies, Cyfarwyddwr Gwasanaethau Cyllid a Digidol
Gaynor Davies, Cyfarwyddwr Addysg a Gwasanaethau
Cynhwysiant
Derek James, Cyfarwyddwr Gwasanaeth – Materion Ffyniant a
Datblygu

Tudalen wag

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

20th FEBRUARY 2020

THE COUNCIL'S FUTURE COMMITMENT TO DELIVERING SHARED EDUCATION ADVISORY SERVICES

REPORT OF THE DIRECTOR OF EDUCATION AND INCLUSION SERVICES WITH THE CABINET MEMBER FOR EDUCATION AND INCLUSION (COUNCILLOR JOY ROSSER)

AUTHOR: Gaynor Davies: 01443 744009

1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is for Members to consider the decision of the Central South Consortium Joint Committee to continue to deliver shared educational advisory services in partnership with the other four councils in the region for at least the next three years.

2. RECOMMENDATIONS

It is recommended that the Cabinet:

- 2.1 Note the contents of this report;
- 2.2 Agree to support the decision of the Central South Consortium Joint Committee to continue to deliver shared educational advisory services in partnership with the other four councils in the region for at least the next three years.

3 REASONS FOR RECOMMENDATIONS

- 3.1 To provide a clear commitment of support for the Central South Consortium from each of the five councils.

4. BACKGROUND

- 4.1 Welsh Government is making significant changes to the delivery of education in Wales during a period of unprecedented public sector financial austerity. In the autumn of 2018, the five Education Cabinet Members of Central South Education Consortium Joint Committee decided to undertake an independent review of the Consortium to ensure it was fit for purpose and financially viable for the foreseeable future.

- 4.2 The ISOS Partnership was commissioned to undertake the review. A report from the Lead Chief Executive of the Consortium (in discussion with the other four council chief executives) was presented to the Joint Committee on the 19th of December 2019. A copy of this report is provided in Appendix 1. The ISOS implementation plan and the ISOS summary report is detailed in Appendices A and B respectively.
- 4.3 The Joint Committee approved the recommendations 2.1 to 2.3 as set out in Appendix 1 of this report.

5. THE NEXT STEPS

- 5.1 If the five Council Cabinets confirm their continued support for the delivery of the shared educational advisory services, the Directors of Education and the Acting Managing Director of the Consortium will present to the Joint Committee:
- Plans to remodel the current Consortium as advised by ISOS;
 - Three year budget proposals for consideration by the five councils;
 - Opportunities to ensure that the vast majority of grant funding continues to go directly to schools, but that the relevant overheads of delivering WG Curriculum support are appropriately financially supported by the WG grants.

6 EQUALITY AND DIVERSITY IMPLICATIONS

- 6.1 An Equality Impact Assessment is not required with regard to this report.

7 CONSULTATION

- 7.1 The report was considered by the Children and Young People Scrutiny Committee on [12th February 2020](#). Members welcomed the opportunity to comment on this report in advance of a decision by Cabinet. Members acknowledged the positive performance of the Central South Consortium, when compared with other education consortia in Wales. It was also noted that continuity in school improvement arrangements was also needed due to the significant current educational reform. Members noted the reference to improving governance arrangements and re-emphasised previous comments of the Committee, that the opportunities for local authority scrutiny functions to challenge the performance of the Consortium should be improved.
- 7.2 There will be significant engagement with school headteachers and governors as part of the remodelling of the Consortium, and in the delivery of future work programmes.

8 FINANCIAL IMPLICATION(S)

- 8.1 There are no financial implications aligned to this report. At present all costs will be covered from existing budgets.

9 LEGAL IMPLICATIONS

- 9.1 If a council wishes to withdraw from the Central South Consortium the legal agreement states:

“Any Party proposing to withdraw from this Agreement must notify each of the other Parties by giving not less than 2 years notice in writing of its intention to withdraw expiring on 31st March in any given year”.

- 9.2 Therefore, the earliest any council could withdraw from the agreement is 31st March 2022.

10 LINKS TO THE CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

- 10.1 This report seeks to confirm a previous decision of each of the five councils to collaborate and deliver joint educational advisory services. The decision will meet national and local priorities and comply with the five ways of working set out in the Well-being of Future generations Act.

11 CONCLUSION

- 11.1 The ISOS report provides robust evidence that the educational performance of the Central South Region has significantly exceeded that of the other three Welsh regions, particularly when you consider the region has the highest levels of deprivation in Wales. Furthermore, the majority of the region’s headteachers are positive about the support, advice and guidance provided by the Joint Service. Like all public services, Central South Consortium is not perfect and has opportunities to improve the way in which it operates.

- 11.2 It is therefore pleasing to note that the Joint Committee of Education Cabinet Members have been proactive and have commissioned the ISOS review to independently evaluate the performance of the Joint Service, identify the areas for improvement and to ensure it is fit for purpose and financially viable for the long term.

- 11.3 In a couple of the regions there has been some uncertainty as to the long term future of their shared educational advisory services. This report seeks to provide a clear commitment from each of the five councils to the long term future of Central South Consortium, and provide schools

and Consortium staff with some certainty in a period of significant flux for the educational sector in Wales.

Other Information:-

Relevant Scrutiny Committee:

Overview & Scrutiny Committee

Background Papers:

None

Contact Officer

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

20th FEBRUARY 2020

**REPORT OF THE DIRECTOR OF EDUCATION AND INCLUSION IN
DISCUSSION WITH THE CABINET MEMBER FOR EDUCATION AND
INCLUSION (COUNCILLOR JOY ROSSER)**

Item: **THE COUNCIL'S FUTURE COMMITMENT TO DELIVERING
SHARED EDUCATION ADVISORY SERVICES**

Background Papers:

Officer to contact: Gaynor Davies 01443 744009

CENTRAL SOUTH CONSORTIUM

REPORT FOR JOINT COMMITTEE

19th DECEMBER 2019

JOINT EDUCATION SERVICE

JOINT REPORT OF THE LEAD CHIEF EXECUTIVE – REVIEW OF THE FUTURE DIRECTION OF THE CONSORTIUM

Author: Paul Orders (Chief Executive – City of Cardiff Council)

1. PURPOSE OF REPORT

- 1.1 To update members on the current position following the ISOS review of Central South Consortium and to acknowledge progress to date.
- 1.2 To present a detailed implementation plan attached at Appendix A to take forward the ISOS recommendation to re-model the Consortium.

2. RECOMMENDATIONS

It is recommended that Members:

- 2.1 Review and accept the detailed implementation plan to remodel the current Consortium approach;
- 2.2 Request that the ISOS report attached at Appendix B is shared with the Cabinets of the five Local Authorities to the Consortium before the end of February 2020, and the five councils consider and restate their commitment to a joint approach to school improvement through the Consortium;
- 2.3 Request that a report is presented to the next Joint Committee meeting that sets out an indicative three year budget for the Consortium to make longer term planning easier.

3. BACKGROUND

- 3.1 Members agreed to commission ISOS to undertake an independent review of the Consortium at their October 2018 Joint Consortium Committee meeting. The context to the review was the national changes to the education system and the financial pressures facing schools and Local Authorities.
- 3.2 As Members will be aware, at a national level Welsh Government is making many changes to the education system in Wales, with a new curriculum from Foundation Phase through to Key Stage 5, new accountability frameworks, new approaches to supporting children with Additional Learning Needs, the implementation of schools as learning organisations, the introduction of a National Academy for Educational Leadership (endorsing programmes which will in turn attract funding), the launch of a professional learning model (which will impact upon school to school programmes) as well as changes to the way in which Estyn will inspect schools and local authorities. These changes are being made with no direct increase in the funding available to schools and local authorities.
- 3.3 The review was therefore asked to consider the following questions:
- How well are we performing currently and how well do we understand our own performance and strengths and challenges?
 - Are there any other examples and work we can learn from in other consortium in Wales or other local education systems particularly around the development of a school led-system?
 - Is the current model fit for purpose for the future taking into account WG planned changes to the education system?
 - Is the model affordable over the next 3-5 years, with a likely continued period of austerity?
 - What needs to change and how would you implement this change over the next 3-5 years?
- 3.4 The review was undertaken in two phases: an initial evidence gathering phase in November and December 2018 and further development and testing of proposals in February and March 2019. During the course of the review Isos have spoken to senior Consortium staff, LA representatives including Lead Members for Education, Chief Executives and Directors, over 20 Headteachers, 2 Governors, Trade Unions representing other school based staff, other Consortia in Wales and Welsh Government. A full list of interviewees is included in the final report from ISOS.
- 3.5 ISOS presented their final report to Chief Executives on the 29th April 2019. The rest of this report provides an overview of the ISOS findings and recommendations about the way forward.

4. SUMMARY OF ISOS FINDINGS AND RECOMMENDATIONS

- 4.1 The full ISOS report is included at Annex A. It is structured around the five questions the review was asked to address. The main findings are summarised below.
- 4.2 **Section 1: How well are you performing currently and how well do you understand your own performance and strengths and challenges?** The data shows that schools have made good progress over the last 5 years against most key performance measures supported by the work of the Consortia and Local Authorities but that key performance challenges remain. These include the need to: secure further improvement to match the performance of the fastest improving Local Authorities; to narrow the gap in outcomes for eFSM pupils; to secure further improvements to ensure all schools in the region are judged good or excellent by Estyn; to respond to new challenges around Wellbeing, Attendance and Exclusions.
- 4.3 **Section 2: Are there any other examples and work you can learn from in other consortium in Wales or other local education systems particularly around the development of a school led-system?** Isos looked at work in other Consortium in Wales as well as drawing on our research into the way local education systems are developing in England. They identified a number of potential lessons including: looking at the way others have developed and used Cluster working to support improvement; ensuring the links between the different levels are clear so clusters are connected up locally and local partnerships are connected to the Consortium; looking at whether there is more you could do to strengthen and deepen the engagement from a wider range of Headteachers across the region; and learning from other Consortium in Wales around their approach to planning and budgeting.
- 4.4 **Section 3: Is the current model fit for purpose for the future taking into account Welsh Government planned changes to the education system?** Interim feedback from conversations with stakeholders was presented to Joint Consortium Committee in December 2018. Subsequent conversations largely confirmed these messages which show there are many strengths and successes of the current model. However they also highlight a number of challenges the Consortium will need to address moving forward including the following:
1. **Leadership and capacity gaps.** The absence of permanent leadership, gaps at a senior level and uncertainty around the future of the Consortium have impacted its ability to do its job effectively over the last 12-18 months. There is a need therefore to reset the vision and ensure the Consortium has the leadership, credibility and capacity to drive forward work across the system in partnership with Local Authorities and schools.
 2. **Clarity about roles and responsibilities.** There is a need to set out again for everyone involved the respective roles of the Consortium, Local Authorities and Schools and to show how the connection between the Consortium and the work of Local Authorities can be strengthened. Senior Challenge Advisers also need to be more effectively connected to the wider work of the Consortium to play a stronger system leadership role.
 3. **Tension between the Consortium's role as a regional school improvement service and delivery arm for Welsh Government.** This

tension needs to be managed more effectively so Local Authorities and schools understand and see how their priorities fit alongside and/or are different from national priorities which the Consortium is being asked to deliver against and how funding is being used to support them.

4. **Support schools to implement the new curriculum.** This is the biggest challenge facing the system in the coming years and the Consortium needs to ensure that the school to school support structures that exist through Pioneer Schools, Hubs and Clusters have sufficient expertise and capacity for the task.
5. **Determine the future Challenge Adviser model.** There is a need to continue to improve the quality of Challenge Advisers support and challenge to schools and to determine the future role of Challenge Advisers in relation to different types of schools and the fit with Peer Review.
6. **Strengthen Governance.** There is a need to be clearer about the role and purpose of different groups and to rationalise and simplify the current model. There is also a need to further strengthen the engagement of Headteachers and System Leaders in Governance.
7. **Funding pressures.** For schools and Local Authorities this remains the biggest challenge in the system so any action the Consortium takes will also need to take account of these pressures and deliver further savings where possible.

4.5 **Section 4: Is the model affordable over the next 3-5 years, with a likely continued period of austerity?** The report provides an overview of current core and grant funding and shows what it is currently being spent on. It identifies spending on Challenge Advisers and other core CSC staff as the two areas with the greatest potential for further efficiencies, given the current limitations around grant funding. It includes more detailed analysis of the potential savings in relation to the Challenge Adviser budget and Senior Management structure. It includes scenarios showing what a 2%, 5% and 10% annual reduction looks like and concludes that achieving even a 5% annual saving would be very challenging and require the significant savings to be delivered from the Challenge Adviser budget.

4.6 **Section 5: What needs to change and how would you implement this change over the next 3-5 years?** ISOS identified a set of options for the potential way forward:

1. Local Authorities take back all school improvement functions and end any form of regional arrangements
2. Local Authorities take back some school improvement functions but retain a regional delivery function to support national priorities
3. Identification of a Lead Local Authority to take responsibility for delivery of all school improvement functions on behalf of others
4. Formal mergers between Local Authority education services so joint LAs undertake all school improvement functions
5. A more formalised shared services company model where LAs commission and hold it to account but don't oversee the governance
6. A merger with another regional school improvement service

7. Re-modelling of the current Consortium model

In discussion, **options 2 and 4** emerged as the most likely alternatives to the current regional arrangements and ISOS has undertaken further analysis of each of these options alongside **Option 7** to remodel the current Consortium model. ISOS conclude having looked at each of the options that Option 7 - to remodel the consortium - is the one that builds most logically on where we are now and provides certainty and stability to schools during a period of significant change. ISOS highlight in the rest of the report a number of areas they recommend focusing on to strengthen delivery and argue that these steps would be necessary in the short term anyway even if a different decision is taken about the way forward longer term.

5.0 PROGRESS TO DATE

Detailed updates on progress are included within the implementation plan in Appendix A. Items of progress to note include:

- Managing Director appointed November 2019;
- Consultation on senior challenge advisers underway;
- Acting Managing Director and or members of senior leadership team attended all Local Authority headteacher meetings ;
- Revised Central South Wales Challenge model communicated to schools;and
- Initial review of governance models

6.0 NEXT STEPS

Short term priorities include:

- Consult and agree a revised governance model;
- Establish a senior leadership structure;
- Review and consult on revised senior challenge adviser & challenge adviser models;
- Publish the revised communication strategy; and
- Review and amend presentation of funding models and monitoring reports

7.0 CONCLUSION

7.1 It is acknowledged that some progress has been achieved since the conclusion of the ISOS review

7.2 The plan attached at Appendix A provides a robust set of agreed actions for delivering the remainder of the recommendations in a timely fashion

7.3 Working in partnership with the five local authorities, the Central South Consortium will be well placed to deliver school improvement functions effectively, and support schools to manage the major reforms across the region.

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**Central South Consortium: Post Review Action Plan
December 2019**

Plan Reference	Action	CSC Lead	LA Director Lead
1.0	Decide the right organisational structure to drive forward the development of the self-improving system		
1.1	Undertake Independent Review and agree Organisational Structure	Acting Managing Director	All
1.2	Review CSC staffing structure in light of recommendations from ISOS	Acting Assistant Managing Director / HR Director	Vale of Glamorgan
1.3	Review and agree proposals on changes to the Challenge Adviser structure / role	Temporary Assistant Director	Lead Director (Merthyr)
1.4	Review and agree proposals on the function and role of the Senior Challenge Adviser	Acting Assistant Managing Director	Lead Director (Merthyr) / RCT
2.0	Determine the future funding model for the next three years		
2.1	Agree with Members & Chief Executives a three-year funding model	Acting Managing Director / Lead Chief Executive	Bridgend
3.0	Strengthen the delivery arrangements in a number of areas.:		
3.1	Renew and refresh the vision and strategy for regional working and re-communicate this extensively to schools and other partners (Including Members)	ALL	Lead Director (Merthyr) / Cardiff
3.2	Implement the revised delivery model including the new role of clusters and strengthen further school-to-school working	Senior Lead for Curriculum Reform	RCT
3.3	Review and revise the governance arrangements	Acting Assistant Managing Director	Bridgend

1.0	Step 1: Decide the right organisational structure to drive forward the development of the self-improving system.				
1.1	Undertake Independent Review and agree Organisational Structure				
CSC Lead: Lead Chief Executive / Acting Managing Director		Director Lead: Lead Director (Merthyr)			
	Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence
	<p>Present recommendations from Chief Executives to Joint Committee on initial findings</p> <p>September Joint Committee Meeting agenda item to outline any queries from Cabinet meetings</p> <p>Present Implementation plan to Joint Committee</p> <p>Chief Executives present recommendations to Cabinet and scrutiny committees</p> <p>Sign off implementation plan</p>	<p>Removal of uncertainty</p> <p>Clarity of role of the consortium</p> <p>Improvement in retention / recruitment to the consortium</p>	<p>Joint Committee 21st May 2019 & 25th November 2019</p> <p>Cabinet meetings in December / January 2019 / 20</p> <p>December 2019</p>	<p>Acting Managing Director (CSC)</p> <p>Lead Chief Executive</p>	<p>Initial findings and recommendations presented to Joint Committee in May 2019.</p> <p>Initial action plan shared with Directors June 2019</p> <p>Implementation of action plan developed in partnership with Directors from across the region.</p>
	<p>Develop business case for further shared services. (Chief Execs)</p>	<p>Identification of areas for consideration</p> <p>Business Case developed supported by ISOS</p>	TBC	Lead Chief Executive	<p>Discussion with Joint Committee May 2019 on future shared services.</p>

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1.0	Decide the right organisational structure to drive forward the development of the self-improving system				
1.2	Review CSC staffing structure in light of recommendations from ISOS				
CSC Lead: Acting Assistant Managing Director / HR Director		Director Lead: Vale of Glamorgan			
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
<p>Undertake review of staffing structures to include:</p> <p>Consideration of senior and middle leadership capacity</p> <p>Comparisons with other consortia</p> <p>Full review of job descriptions of Managing Director, Senior Leaders, Senior Challenge Advisers and Challenge Advisers</p> <p>Identify posts required for national reform linked to 2.1 and 2.2</p> <p>Consider financial implications including value for money</p> <p>Agree structure of senior leadership team</p>	<p>Managing Director appointed</p> <p>Permanent leadership team in place</p> <p>Confidence in CSC improves resulting in reduction in staff turnover as well as attracting stronger candidates during recruitment processes</p> <p>Clarity and stability of roles within CSC ensuing clear direction / vision articulated to staff and schools</p> <p>Clarity regarding the role of senior challenge adviser's / challenge advisers</p> <p>Organisation has the capacity to drive forward school improvement work across the system in partnership with Local Authorities and schools</p>	<p>Review starts 1st May</p> <p>Proposals presented to Directors (June 2019)</p> <p>Managing Director recruitment November 2019</p> <p>Senior Leadership structure agreed Feb 2020</p>	<p>Acting Assistant Managing Director (CSC)</p>	<p>Managing Director recruitment underway</p> <p>Review of senior staffing structure underway</p> <p>Review of roles and functions of senior challenge advisers undertaken with Directors in each Local Authority</p>	<p>ISOS to undertake work re role of the senior challenge advisers</p>
<p>Consult with recognised trade unions</p> <p>Consultation period with staff</p> <p>Recruitment process</p>	<p>Management of change supported by trade unions</p> <p>Staff provided with the opportunity to engage with the consultation process</p>	<p>Engagement with trade unions December 2019</p> <p>Staff consultation December 2019</p> <p>Structure fully implemented September 2020</p>	<p>Director of Human Resources (RCT) / Acting Assistant Managing Director</p>	<p>Consultation with senior challenge advisers underway</p> <p>Draft Job description for senior challenge advisers shared with trade unions as part of consultation process</p>	

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<p>Clarify and communicate roles</p> <p>Produce communication plan</p>	<p>Capacity established within CSC to provide effective and efficient service to stakeholders</p> <p>Clarity regarding roles and responsibilities within consortia, LAs and schools.</p> <p>Stronger connections between the Consortium and the work of Local Authorities.</p>	<p>Ongoing</p> <p>Spring Term 2020</p>	<p>Acting Managing Director (CSC)</p>		
<p>Produce structure diagrams and share on CSC website</p> <p>Produce pen portraits of key personnel with contact information on the website</p> <p>Link to LA websites from CSC</p> <p>Include key LA staff and their contact details</p>	<p>Clarity of information provided regarding the roles within the middle tier and within CSC</p> <p>Improved channels of internal and external communication established</p>	<p>Spring Term 2020</p>	<p>Acting Managing Director (CSC)</p> <p>Communications Manager (CSC)</p>		
<p>Develop strategies to engage all parties more effectively to understand the developing role of the consortium within the national reform agenda.</p> <p>Termly meeting between WG, CSC, Lead Director & Lead Chief Executive</p> <p>Establish formal process of recording these meetings and feeding back to Directors / Heads</p> <p>Publish dates of these meetings and ask for agenda items from Directors / delegate heads etc</p>	<p>Acknowledgement of potential tensions between WG / Consortia /Other Middle Tier Organisations/ LAs and schools</p> <p>Greater clarity and understanding of schools regarding how their priorities fit alongside and/or are different from national priorities</p> <p>Improved clarity about the respective roles of the Consortium, Other Middle Tier Organisations, Schools, Local Authorities and Welsh Government and how they all work together as part of one overall system contributing to improved outcomes</p> <p>Transparency of the use of funding to support national, regional and local priorities.</p>	<p>Ongoing</p>	<p>Acting Managing Director (CSC)</p>	<p>Acting Managing Director attended meetings with headteachers in every local authority to deliver consistent key messages</p> <p>Termly meetings with WG arranged</p>	

1.0	Decide the right organisational structure to drive forward the development of the self-improving system				
1.3	Review and agree proposals on changes to the Challenge Adviser structure / role				
CSC Lead: Acting Assistant Director		Director Lead: Lead Director (Merthyr)			
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
Update challenge and review framework detailing what CAs are expected to focus on ensuring greater emphasis on the 'support' side of the role to strengthen brokering and signposting schools to appropriate professional development support and connecting them to other schools that they could learn from.	Framework reflects the interim arrangements for School Support and Authentication. Consistent clarity on support and expectations understood by LAs, Schools, CSC	June 2019	Acting Assistant Director (CSC)	<p>Framework re written and renamed as Framework for School Improvement</p> <p>Clarity over termly focus included.</p> <p>Protocol for resource board amended to ensure diligence is given to professional learning offer</p> <p>Central South Wales challenge relaunched with 4 training sessions for all CSC staff</p>	
As full time challenge advisers leave the organisation replace with seconded senior staff from schools.	Workforce is skilled in current practice, with current and relevant experience.	July 2019	Acting Assistant Director (CSC)	Aug 2019 CA Vacancies were filled with 1 FT secondment and 4 PT secondments.	
Allocate Challenge Advisers to clusters of schools and facilitate working between secondary and primary CAs	CAs working to support peer engagement models with groups and clusters of schools. Evidence of shared development work between schools facilitated by one CA.	July 2019	Acting Assistant Director (CSC)	CA deployment focussed on clusters where possible to enable efficiencies through group working	
Review QA processes, line management and Performance management process and ensure consistency across the organisation	Rationalise processes and paperwork in place to track effectiveness and areas for individual development	August 2019	Acting Assistant Director (CSC)	<p>Performance management targets agreed with staff to focus on 2 corporate areas and third focussed on an area of the business to ensure improvement in service delivery and outcomes for young people.</p> <p>Line management linked to PM and SCAs in specific LAs, equitable spread of line management responsibilities to SCAs</p>	
<p>Improve the quality and consistency of Challenge Adviser advice, support and challenge to schools through effective line management and appropriate effective professional learning</p> <p>Ensure robust process are in place to ensure all CAs are accountable for the support they provide to schools</p>	A plan is in place, CAs prioritise attending meetings and training ensuring all schools are benefitting from positive external professional scrutiny and challenge of their performance	September 2019	Acting Assistant Director (CSC)	Programme of professional learning in place to ensure content and knowledge is continually updated as well as skills to be able to facilitate, enable and coach schools.	

Review the allocation of days to CA tasks taking into account, admin time, senior appointments, Estyn preparation/inspections, LA Meetings and direct work with schools. Clarify how long a day or a session is. Consider if a limit on number of schools a CA can work with is appropriate	CAs deployed effectively with improved efficiency. Potential reduction in overall number of CAs. The time allocation model enables line managers to hold CAs to account for their time.	January 2020	Acting Assistant Director (CSC)		
Review termly the working of the peer engagement groups.	Information gathered shows the work of CAs and peers identifying any duplication.	January May July 2020	Acting Assistant Director (CSC)		
Consult within CSC and with LA colleagues on the name for Challenge Advisers and Strategic Advisers. Consider changing the name to an overarching school improvement title.	The name of the school improvement professional in CSC reflects the work carried out and acknowledge the impact strategic advisers have on school improvement work	January 2020	Acting Assistant Director (CSC)		
Review CA Job Description to reflect the needs of the changing role and the commitment to supporting CSC	Expectations of the role are clear and the JD is used to inform PM. Full time core CAs have a strategic role within the organisation.	February 2020	Acting Assistant Director (CSC)	Challenge Adviser job description shared with Directors and Trade Unions	

1.0	Decide the right organisational structure to drive forward the development of the self-improving system				
1.4	Review and agree proposals on the function and role of the Senior Challenge Adviser				
CSC Lead: Acting Assistant Director		Director Lead: RCT & Lead Director (Merthyr)			
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
Interview all Directors to explore requirements and expectations of each LA of the functions of Senior Challenge Advisers	A set of agreed functions and roles across all LAs which documents clearly the clearly the expectation of Directors	September 2019	Acting Assistant Managing Director (CSC)	Options on future roles and functions of senior challenge advisers presented to Directors October 2019	ISOS capacity
Review and revise job descriptions linked to 1.2 in collaboration with Directors	Job descriptions agreed with staff and Trade Unions	December 2019	Acting Assistant Managing Director (CSC)		
Consult with Senior Challenge Team on proposed amendments to job descriptions	Job descriptions agreed with staff and Trade Unions	January 2020	Acting Assistant Managing Director (CSC)	Senior Challenge Advisers consulted on revised job descriptions	
Using the work profile for each SCA identify additional strategic roles within the Consortium.	SCAs better connected to the wider reform agenda to deliver support. Improved SCA ability to empower Challenge Advisers to connect, broker and signpost schools to the wider support available through the Central South Wales programs	September 2019	Acting Assistant Managing Director (CSC)	Senior Challenge Advisers allocated strategic responsibilities according to service need and skillset	

2.0	Determine the future funding model for the next three years				
2.1	Agree with Members & Chief Executives / Members a three-year funding model				
CSC Lead: Lead Chief Executive / Acting Managing Director		Director Lead: Bridgend			
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
Prepare medium term financial plan for consideration of chief executives & Members	Forward budget projections set in advance	January 2020	Service Director – Finance and Improvement Services (RCT)	Medium Term financial plans presented to Joint Committee	
Review and amend how funding models are presented to show a combined budget (rather than core / grant)	<p>Transparency of spending and delegation rates to schools to ensure effective reporting to LAs</p> <p>Schools effectively report against spending by development of online tracking system which all school improvement officers have access to from CSC and LA</p>	<p>Financial year 2020/21</p> <p>Pilot the use of the tracking system from March 2020</p>	<p>Assistant Business Manager (CSC)</p> <p>Service Director – Finance and Improvement Services (RCT)</p>	<p>Reducing bureaucracy and workload task and finish group established to review streamlining of reporting.</p> <p>Online tool trialled with members of the budget forum – further development required, and feedback incorporated from the reducing workload group.</p>	
Attendance at budget forums at least once per year. Attended by the MD and SMT	Clarity of understanding of the budgets available to CSC and the delegation rates across the region	Dates throughout academic year	Acting Managing Director (CSC)	SMT member attending budget forum meetings	
<p>Establish more systematic reporting on value for money</p> <p>Possible consideration to shorter theme specific reports spread throughout the year including case study evidence</p> <p>Analysis of VfM in respect of performance / inspection outcomes to be considered in Autumn Term</p>	<p>Detailed information regarding the impact of different initiatives is shared in a timely manner to inform future planning</p> <p>Stakeholders able to make judgements on the effectiveness of support</p>	March 2020	Acting Managing Director (CSC)		
Chief Executives engage in discussions with WG regarding the flexibility of grants to cover fixed costs of CSC	<p>Improved flexibility of grant funding</p> <p>Greater flexibility over funding envelope</p>	July 2019	Lead Chief Executive	Lead Chief Executives have met with Welsh Government to discuss (July 2019). Ongoing discussions with Acting managing Director and Director of Education (Steve Davies) November 2019. Discussions with Minister in Challenge and Review session 07th November 2019	

3.0	Step 3: Strengthen the delivery arrangements in a number of areas.				
3.1	Renew and refresh the vision and strategy for regional working and re-communicate this extensively to schools and other partners				
CSC Lead: Senior Management Team		Director Lead: Lead Director (Merthyr) & Cardiff			
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
Attendance by SMT at engagement events to include: <ul style="list-style-type: none"> Headteacher meetings LA Budget forum Welsh Government briefings (to promote CSC message) Member events Develop and agree a core script for the key messages about the future direction.	<ul style="list-style-type: none"> Re-launched vision and purpose Clarify of the purpose of different groups Consistent delivery of key messages Renewed commitment to regional working Shared vision delivered by all (including Directors / chief execs / Members)	Summer Term 2019 Autumn Term 2019 - ongoing	Acting Managing Director	SMT attendance at Head Teacher Briefings in the summer term supported by Directors and Lead Chief Executive Agreement on shared key messages with Directors Continued senior management team attendance at all local authority headteacher meetings	
Clarify roles and responsibilities and be clear about who does what in the overall system (see 1.2 above)					
Ensure communications channels are clear to all and seek regular feedback Comprehensive communication strategy in place	All heads and schools are clear about the channels they can use to get information from the Consortium and also to feed it back. This includes their Challenge Adviser and Senior Challenge Advisers; their local cluster; and their network or group of local heads and their local Delegate Head or equivalent Consistent set of messages out to the system –agreed at monthly SLT meeting & used as a regular source of information and intelligence to feed back into the Consortium.	Spring Term 2020 Spring Term 2020 publication	Communications Manager		
Development of publication materials to support attendance at events: <ul style="list-style-type: none"> Presentation Newsletters Social media presence Video / case study materials Blog 	All heads and schools are clear about the channels they can use to get information from the Consortium and also to feed it back. Consistent set of messages developed	Ongoing	Communications Manager	Refresh of vision and branding at all events	

Attendance at wider LA meetings					
Attendance at wider LA meetings	Holistic school Improvement and partnership working	Ongoing	Acting Assistant Director		Officer Time

3.0 Decide the right organisational structure to drive forward the development of the self-improving system

3.2 Implement the revised delivery model including the new role of clusters and strengthen further school-to-school working

CSC Lead: Senior Lead for Curriculum Reform	Director Lead: RCT				
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Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
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<p>Implement the revised delivery model</p> <ul style="list-style-type: none"> Ensure all are clear about the revised delivery model for CSWC including role of clusters Improve the quality and consistency of implementation of current strands like SIGs and Hubs Give careful time and attention to ensure the successful implementation of new role for clusters - consideration of the role of LAs in support of this Re-design the Challenge Adviser model 	<p>Consistency and quality of delivery across each of the aspects of the Central South Wales Challenge</p> <p>Robust quality assurance processes in place (for all aspects of the challenge)</p> <p>Systematic reporting of impact which can be used to effectively inform future planning</p> <p>Effective management of risk</p>	Summer Term 2019	Senior Lead Curriculum Reform (CSC)	<p>Model revised and implemented summer 2019. Robust process of application and selection for hubs and lead practitioners.</p> <p>Senior Lead presented revised model in CSC staff professional learning sessions and at all Local Authority headteacher meetings, except for Penarth Cluster and RCT Primary HTs.</p> <p>Evaluation strategy developed and implemented for SIGs, Cluster, Hubs using Kirkpatrick model – beyond participation into impact, i.e. learning, behaviours and results. Evaluation strategy for peer engagement developed using appropriate model during autumn 2019.</p> <p>Challenge Adviser involved in Professional Learning signposting and brokerage of Central South Wales Challenge for schools. Collaborative working between Challenge Advisers and Professional Learning teams further strengthening with improved processes and Central South Consortium professional learning opportunities.</p>	
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<p>Strategy developed to ensure all stakeholders understand the revisions to the CSWC</p> <p>Clusters are provided with effective communication regarding the role of the cluster & cluster convenor</p> <p>Identification of training needs of the cluster convenors</p> <p>Identification of the role of the challenge adviser in SIG</p>	<p>Shared understanding of the revised Central South Wales Challenge Model</p> <p>Communication materials available to all schools</p> <p>Training needs analysis undertaken</p> <p>Agreed role of the CA in the process</p>	Autumn Term 2019	Senior Lead Curriculum Reform (CSC)	<p>Senior Lead presented revised model in CSC staff professional learning sessions and at all LA headteacher meetings, with the exception of Penarth Cluster and RC Primary HTs. Also presented at a number of other stakeholders' meetings, e.g. Cardiff scrutiny, Trade Unions, Vale of Glamorgan Governors, etc.</p> <p>Cluster convenor training Sept 19 attended by 46</p>	
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/ Cluster working				clusters and all communications and resources shared with all clusters. 46/56 cluster plans submitted to date. Further cluster convenor training session planned for Spring 20.	
<p>Further refine the strategy for supporting schools to implement the new curriculum.</p> <p>Development and implementation of cross-regional PL programme for Curriculum for Wales</p>	<p>Effective school to school support structures are in place engaging pioneers, hubs and clusters</p> <p>All delivery partners have sufficient expertise and capacity</p> <p>Effective engagement with the consultation process by the majority of schools</p> <p>Effective engagement with PL for curriculum reforms by majority of schools</p>	March 2020	Senior Lead Curriculum Reform (CSC)	<p>School to school support embedded within hubs, SIGs and clusters. Regional AOLES leads appointed from pioneer schools and to also participate in National Networks.</p> <p>Development of regional strategy to fully utilise the expertise and capacity of the pioneers beyond January 2020 is ongoing during autumn 19 for full implementation 2020. Professional Learning pioneers identified to support a minority of SIGs and/or clusters.</p> <p>78% of school participated in engagements events June 19. 72% school to date are engaging with the hub programmes (2019/20).</p> <p>Cross-regional programme is being developed for Professional Learning for curriculum reforms. Programmes will be written autumn 19-spring 20 and delivered from spring 20 onwards.</p> <p>Require further capacity within the CSC team to deliver and quality assure the CSW Challenge and further develop the cross regional programme of professional learning for the curriculum reforms.</p>	

3.0	Decide the right organisational structure to drive forward the development of the self-improving system				
3.3	Review and revise the governance arrangements				
CSC Lead: Acting Assistant Managing Director		Director Lead: Bridgend			
Action(s)	Success Criteria	Deadline Date / milestones	Aspect Lead (s)	Progress & Impact Evidence	Resourcing Commitment
Strengthen Governance Audit the role and remit of all the groups comprising the governance structure of the Consortium	Strengths and areas for improvement identified of current governance arrangements identified	October 2019		Review of governance undertaken with options for roles and remit of the different groups at each level currently under consideration	ISOS Capacity
Present options paper to Directors with recommendations for strengthening governance at all levels Undertake workshop with Members facilitated by ISOS on possible governance options Present recommendations to Joint Committee for approval	More effective decision-making process established	November 2019 January 2020 March 2020		Paper presented to Directors November 2019	
Seek legal advice before any changes are implemented	Governance structure in line with Welsh Government requirements	January 2020			
Strengthen the engagement and understanding of all headteachers on the work of the Consortium	Increased engagement of headteachers in the revised governance structure	Ongoing			
Improve the business planning process to ensure shared ownership of the plan. Joint scrutiny of progress and identification/celebration of good practice	Improved engagement with local authorities in the development of the business plan LA priorities explicit within the BP Business Plan consultation is wide ranging and includes all stakeholders. Views and suggestions are incorporated as the BP consultation process develops SLT forward planner identifies opportunity for each operational plan to	Ongoing	Acting Managing Director		

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	<p>be systematically scrutinised by peers</p> <p>Progress of the specific LA priorities within the business plan is reviewed at termly local authority performance meetings</p>				
Develop relationships with members	Members have a deeper understanding of the way the Consortium currently works so they can provide more informed challenge and support through JCC	Summer Term	Acting Managing Director with Directors of Education		

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Review of Central South Wales Consortium

Final report April 2019

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Executive Summary

- Isos Partnership were commissioned by Central South Consortium to undertake a review of the regional delivery arrangements in the Central South region. The background and context to the review is shown on page 3 along with the key questions we were asked to consider.
- The review has taken place in two phases: an initial evidence gathering phase in November and December 2018 and further development and testing of proposals in February and March 2019. During the course of the review we have spoken to senior Consortium staff, LA representatives including Lead Members for Education, Chief Executives and Directors, over 20 Headteachers, 2 Governors and Trade Unions representing other school based staff, other Consortia in Wales and Welsh Government. Full details of interviewees are shown on page 4.
- The rest of the report is then structured around the five core questions we were asked to address:
 - **Section 1: How well are you performing currently and how well do you understand your own performance and strengths and challenges? (p5-17)** The data shows that schools have made good progress over the last 5 years against most key performance measures supported by the work of the Consortia and Local Authorities but that key performance challenges remain (see Slide 12 for a summary of the challenges).
 - **Section 2: Are there any other examples and work you can learn from in other consortium in Wales or other local education systems particularly around the development of a school led-system? (p18-21).** We have looked at work in other Consortium in Wales as well as drawing on our research into the way local education systems are developing in England and drawn out potential lessons for you.
 - **Section 3: Is the current model fit for purpose for the future taking into account Welsh Government planned changes to the education system? (p22-32)** This section summarises feedback from external evaluations/surveys as well as from our conversations with stakeholders. It suggests that whilst there are many strengths and successes of the current model there will need to be clear and committed action to address the challenges facing the Consortium if it is going to be fit for purpose moving forward (see p29 for a summary of these challenges).
 - **Section 4: Is the model affordable over the next 3-5 years, with a likely continued period of austerity? (p33-43)** This section provides an overview of current core and grant funding and shows what it is currently being spent on. It identifies spending on Challenge Advisers and other core CSC staff as the two areas with the greatest potential for further efficiencies, given the current limitations around grant funding. It includes more detailed analysis of the potential savings in relation to the Challenge Adviser budget and Senior Management structure.
 - **Section 5: What needs to change and how would you implement this change over the next 3-5 years? (p44-55)** We identify a series of three steps to work through to determine the way forward. Step 1 includes our analysis of the delivery options (see p50 for a summary of our views); Step 2 asks you to consider the potential three year budget; and Step 3 includes our recommendations to strengthen delivery.

Background and context to the review

Isos Partnership were commissioned by Central South Consortium to undertake a review of the regional delivery arrangements in the Central South region. The review was asked to consider the implications of the changing national landscape including changes to the curriculum and accountability arrangements and national policies to support school to school working including the new National Academy and professional learning model. The other major driver for the review is the continued financial pressures on local authorities and schools. The review will develop proposals for a fit for purpose model for the next 3-5 years that is affordable and meets the needs of local authorities and schools whilst continuing to deliver improved outcomes for children and young people in the region.

The review is looking to answer the following questions:

- How well are you performing currently and how well do you understand your own performance and strengths and challenges?
- Are there any other examples and work you can learn from in other consortium in Wales or other local education systems particularly around the development of a school led-system?
- Is the current model fit for purpose for the future taking into account Welsh Government planned changes to the education system?
- Is the model affordable over the next 3-5 years, with a likely continued period of austerity?
- What needs to change and how would you implement this change over the next 3-5 years?

The review has been undertaken in two broad phases:

- an initial evidence gathering stage with interim feedback (Nov – Dec 2018)
- further development and testing of proposals for the future model with a final report (Jan-March 2019)



Who we have spoken to during the review

During the initial phase of the review we spoke with the following:

- A selection of Consortium staff including Senior Managers, Senior Challenge Advisers and other consortium staff working on a range of school improvement initiatives
- The Lead Member for Education, Chief Executive and Lead Director with responsibility for Education for each Local Authority; and the Scrutiny Leads in Cardiff, Vale, and Bridgend
- A sample of 18 schools nominated by their Directors to participate to achieve a mix of secondary, primary, special, welsh language schools
- A Governor representative and three representatives from Delegate Heads group
- We have also spoken to Welsh Government, the Managing Directors of other Consortium in Wales and Professor Mark Hadfield.

During the second phase of the review we held further discussions with senior consortium staff, a workshop with Delegate Heads and had further conversations with Headteachers who were chairing or leading Headteacher groups or clusters in Cardiff, Merthyr, RCT and Vale of Glamorgan. We also received feedback from Cardiff Secondary Headteachers, spoke to a Governor representatives from Merthyr Tydfil and Trade Union representatives from NEU, NASWUT and UCAC.

The full list of schools spoken to during the review is shown below:

- St Marys & St Illtyd's R C Primary
- Abercanaid Primary
- Tonysguboriau Primary
- Porthcawl Comprehensive
- Cynffig Comprehensive
- Blaengawr Primary
- Cwmlai Primary
- Springwood Primary
- Pencoedtre High School & Whitmore High School
- Caegarw Primary
- Ysgol Bro Eirwg
- Riverbank/Woodlands/Ty Gwyn
- Eastern High
- Cadoxton Primary
- Coryton Primary & Tongwynlais Primary
- Ferndale Community School
- Maesybryn Primary
- Greenway Primary
- St Mellons Primary
- Ysgol y Deri
- Peterston super Ely CiW Primary



Section 1: How well are you performing currently
and how well do you understand your own
performance and strengths and challenges?

This year's data shows an overall positive picture with CSC above the national average for all key stages and improvement against all apart from Foundation Phase

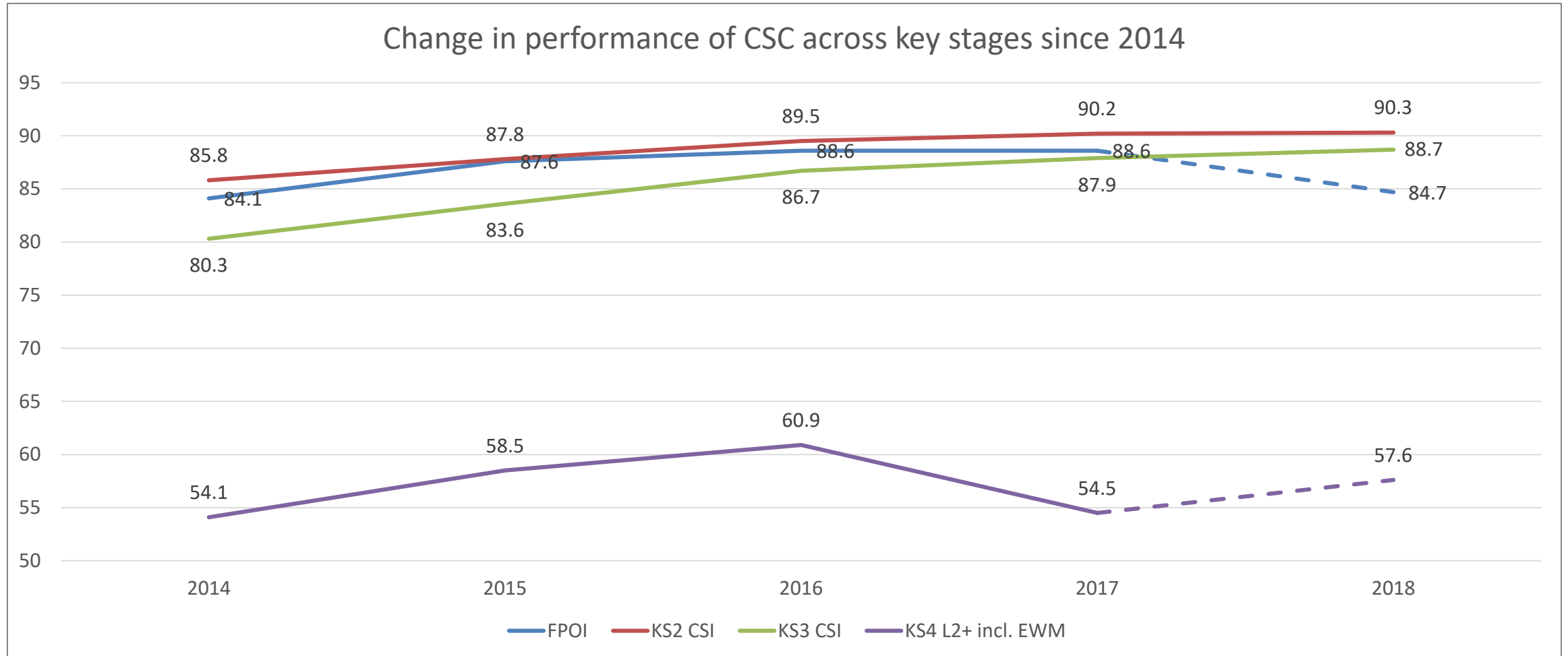
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Performance Measure	Current performance	Improvement since previous year	Improvement over last three years	Range of performance across CSC	National average
Foundation Phase¹ (% of pupils with FPOI Outcome 5 or above)	84.7	-3.9	N/A	- Bridgend: 86.3 - Cardiff: 85.2 - Merthyr Tydfil: 85.5 - RCT: 81.3 - VoG: 87.5	82.6
Key Stage 2 (% of pupils with KS2 CSI Level 4 or above)	90.3	+0.1	+2.5	- Bridgend: 88.3 - Cardiff: 90.2 - Merthyr Tydfil: 88.3 - RCT: 89.3 - VoG: 94.9	89.5
Key Stage 3 (% of pupils with KS3 CSI Level 5 or above)	88.7	+0.8	+5.1	- Bridgend: 90.2 - Cardiff: 87.3 - Merthyr Tydfil: 88.1 - RCT: 87.9 - VoG: 92.3	88.1
Key Stage 4² (% of pupils with KS4 Level 2 or above inc EWM)	57.6	+3.1	N/A	- Bridgend: 56.5 - Cardiff: 60.4 - Merthyr Tydfil: 42.6 - RCT: 53.1 - VoG: 66.3	55.1
Categorisation outcomes (% schools as Green)	47%	+3%	+19%	- Bridgend: 49% - Cardiff: 55% - Merthyr Tydfil: 42% - RCT: 36% - VoG: 53%	41%

Confidential - for discussion at Joint Consortium Committee

Notes: *1. Changes to FP Areas of Learning were made, making historical comparisons inappropriate. 2. Historical comparisons before 2017 are inappropriate due to change in measures at KS4.6

It is also important to remember how far performance has improved since 2014

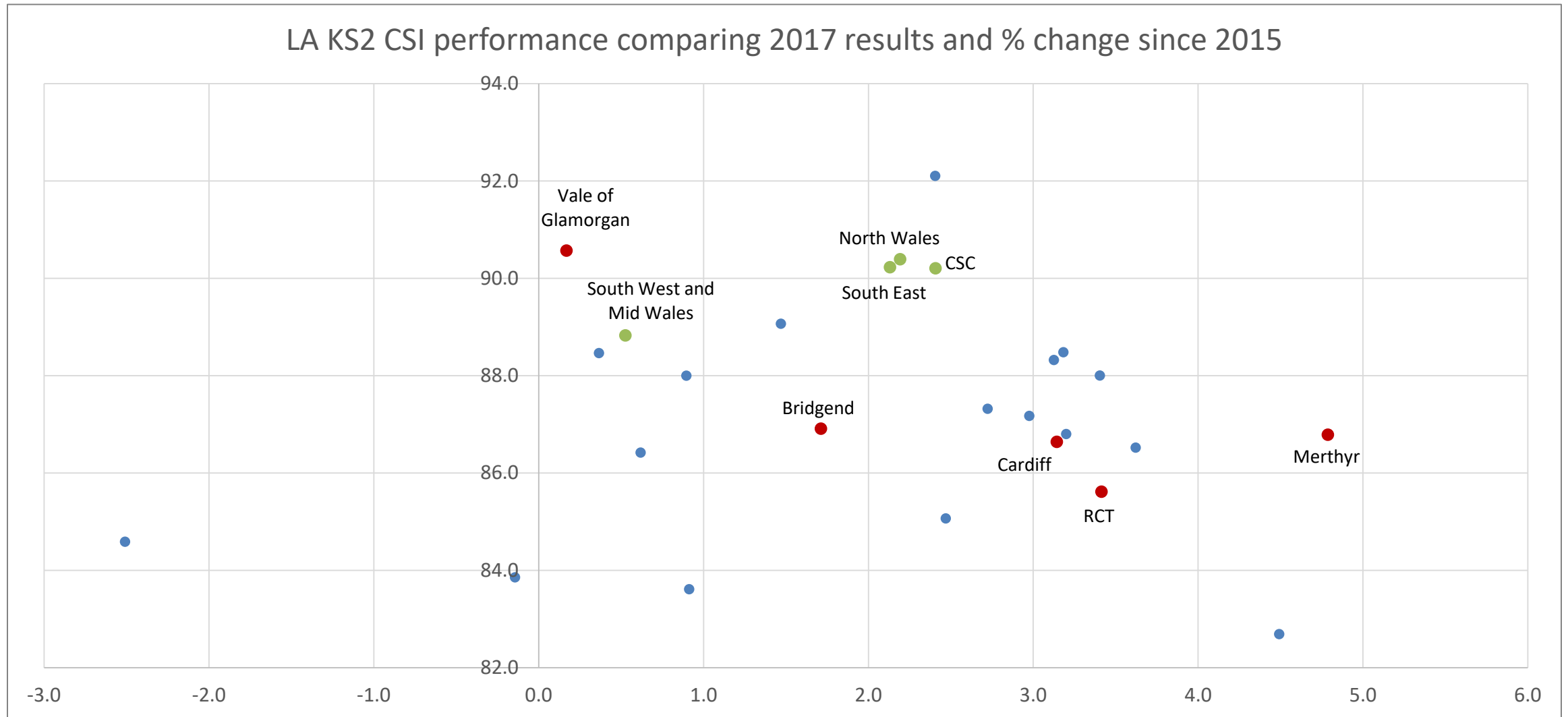


Note: Changes to FPOI Areas of Learning makes it difficult to compare historic performance with current. KS4 measure changed 2017-18 and therefore, results pre-2017 are not comparable to post 2017.



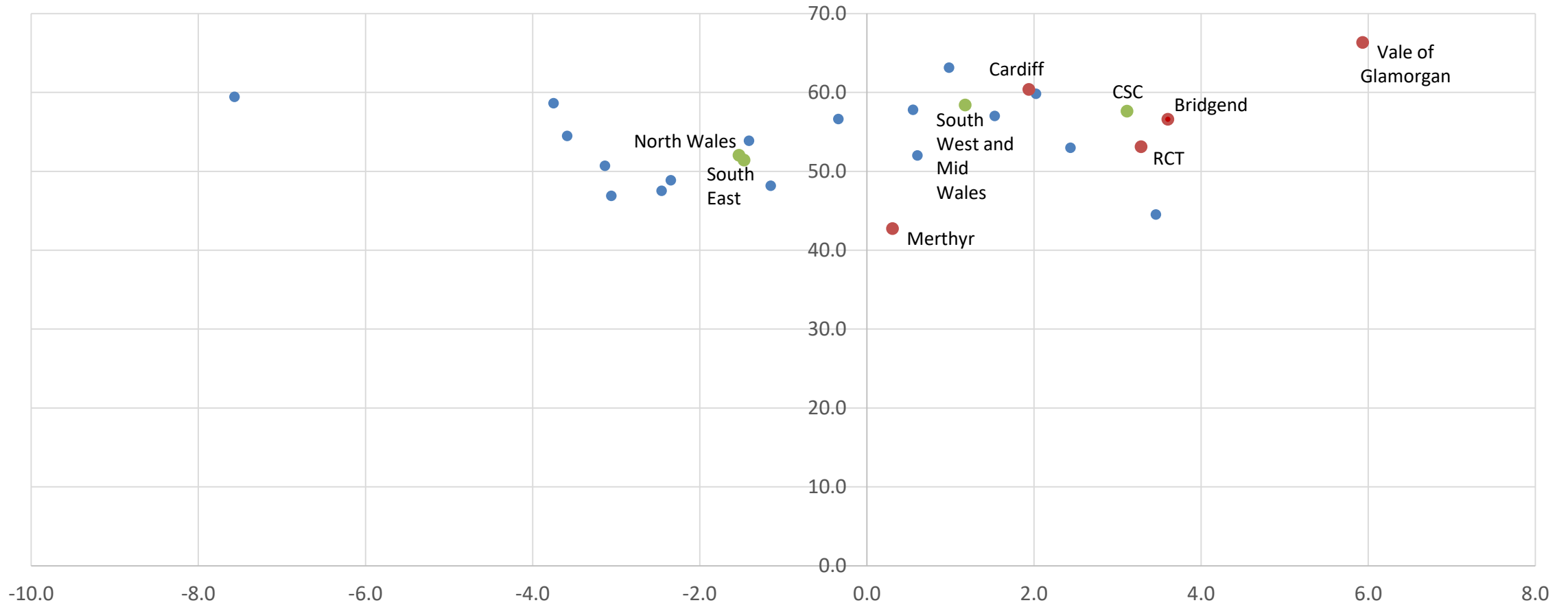
As a region CSC shows the best improvement rate at KS2, driven particularly by Merthyr Tydfil's strong improvement and improvement in RCT, Cardiff and Bridgend

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At KS4 CSC also shows the strongest improvement since the new measures came in in 2016/17 driven particularly by VoG's strong improvement and increases in Bridgend, RCT and Cardiff

KS4 performance of pupils achieving L2+ (incl EWM) comparing 2017/18 performance with the change in performance since 2016/17

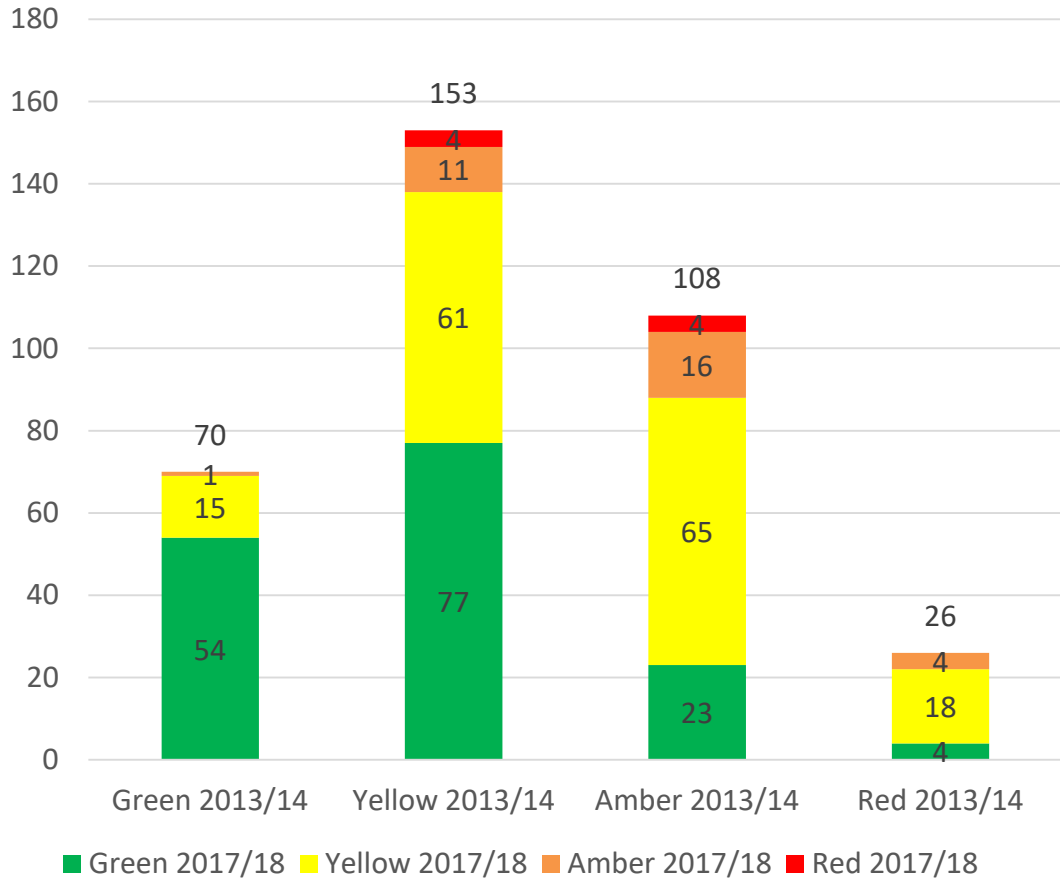


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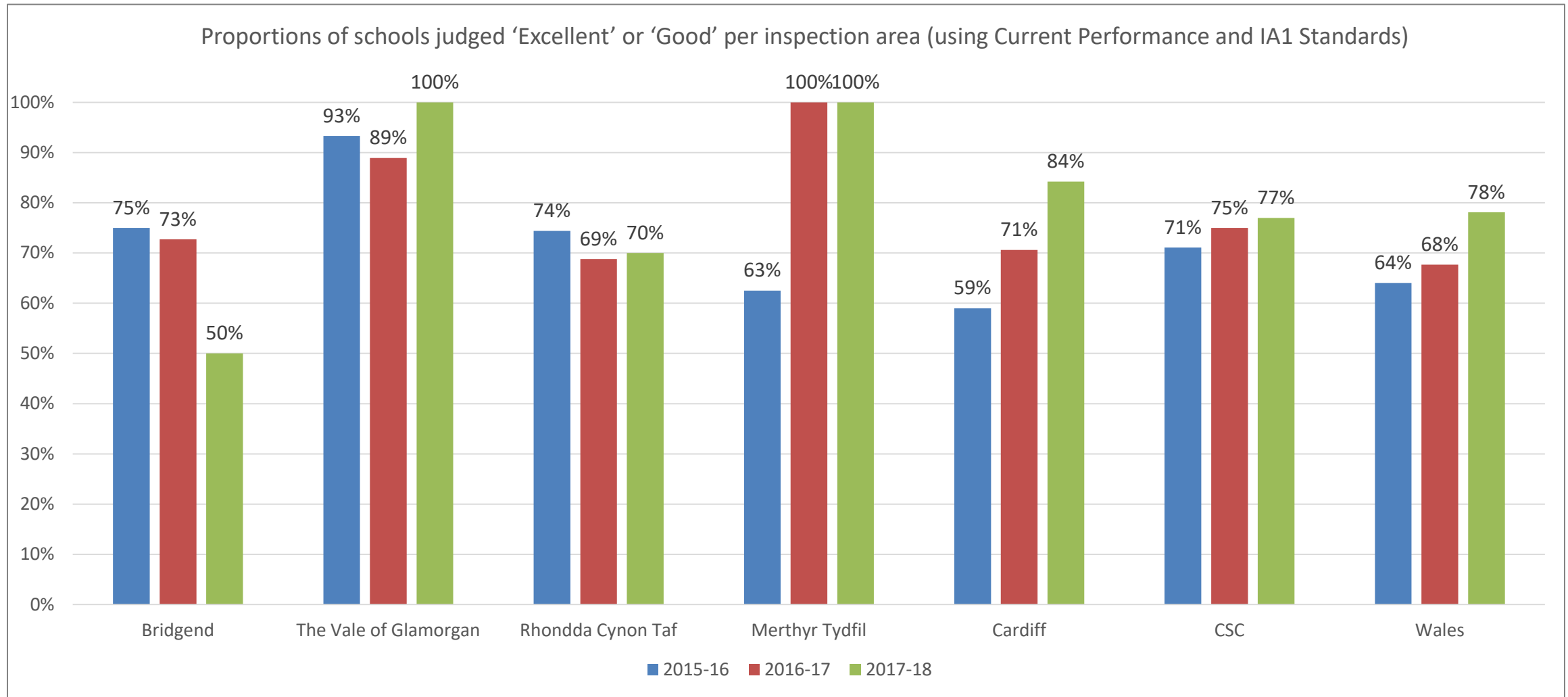
CSC schools have moved up National Support Categorisations since 2013/14

Changes in categorisation of primary and secondary schools between 2013/14 and 2017/18



- 30 schools moved down one support group (either from Green to Yellow, from Yellow to Amber or from Amber to Red).
- 5 schools moved down two support groups or more
- 131 schools remained in the same support category
- 146 schools moved up one support category (for example, from Yellow to Green); and finally
- 45 schools moved up two support categories or more (for example from Red to Yellow)
- Therefore, out of 357 possible primary and secondary schools to compare across this time period:
 - 37% remained the same
 - 54% went up
 - 10% went down
- The 2017/18 picture, therefore, is:
 - 3% Red (was 8% in 2013/14)
 - 8% Amber (30%)
 - 41% Yellow (43%)
 - 47% Green (19%)

There has also been an increase in the proportion of schools judged good or excellent each year over the last three years at CSC level although CSC is below Wales in 2017-18



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However there are still a number of areas where the region needs to improve further

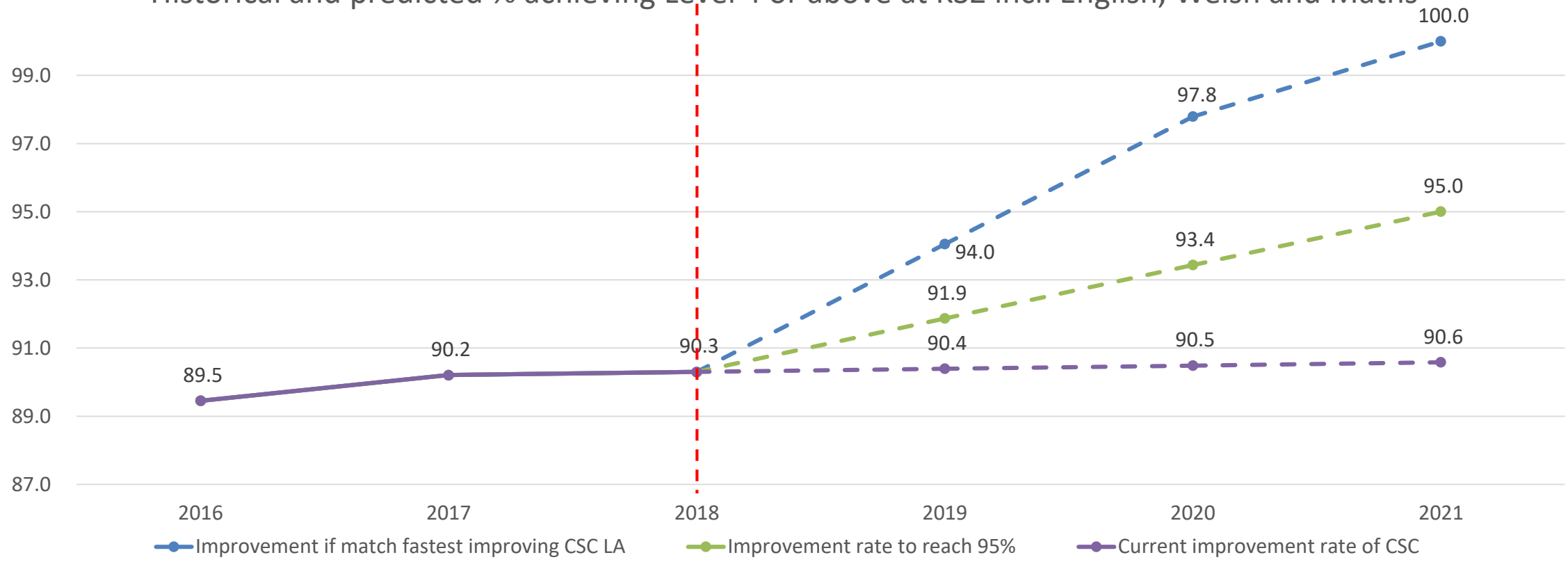
- **There is room for further improvement at all Key Stages especially if all LAs could match the progress shown by the fastest improving LAs** in the region as Slide 13 and 14 show. At Key Stage 2 four out of five LAs are still in the lower half of performance amongst all LAs. At KS4 Merthyr is the lowest performing LA nationally and RCT is in the lower half of performance amongst all LAs.
- **There is more work to do in narrowing the gap for outcomes for eFSM pupils especially at Secondary level.** As slide 15 shows although the gap in performance between eFSM and non-eFSM pupils has narrowed year on year at KS2 this has not yet translated through to secondary level where the gap has increased at Key Stage 4 in each of the last 2 years despite a significant focus on improving the performance of eFSM students.
- **The region is performing less well on inspection outcomes under the new inspection regime and there is some way to go to ensure all schools are judged good or excellent.** Slide 16 shows the profile of inspection grades across the region and by LA under the new inspection arrangements. Merthyr and Vale of Glamorgan have achieved some consistently excellent or good judgments but performance in the other three LAs looks more variable. As Slide 17 shows just under a third of all schools across the region would need to improve to achieve the mark of 100% judged excellent or good.
- **There are new performance challenges emerging in other areas like Wellbeing, Attendance and Exclusions.** Tackling these challenges will require an even more joined up response with Local Authorities, who have primary responsibility in these areas, needing to work closely with the Consortium and with schools to drive improvements in these areas.



At KS2 if CSC continues at current rate of improvement it will see very little change by 2021. If however all LAs could match CSC's fastest improving LA it would be possible to reach 100% by 2021

If CSC continues at the rate of improvement seen this year, the growth in the number of pupils achieving L4 or above would be marginal. The fastest improving LA in CSC, Merthyr Tydfil, achieved growth of 3.7% last year. If all LAs could match that rate of improvement it would be possible to achieve 100% of pupils achieving L4 and above by 2021. Or it would be possible to achieve a level of 95% of pupils achieving L4 or above with an improvement rate of an average of 1.6% per year – less than half the rate achieved by the fastest improver last year.

Historical and predicted % achieving Level 4 or above at KS2 incl. English, Welsh and Maths



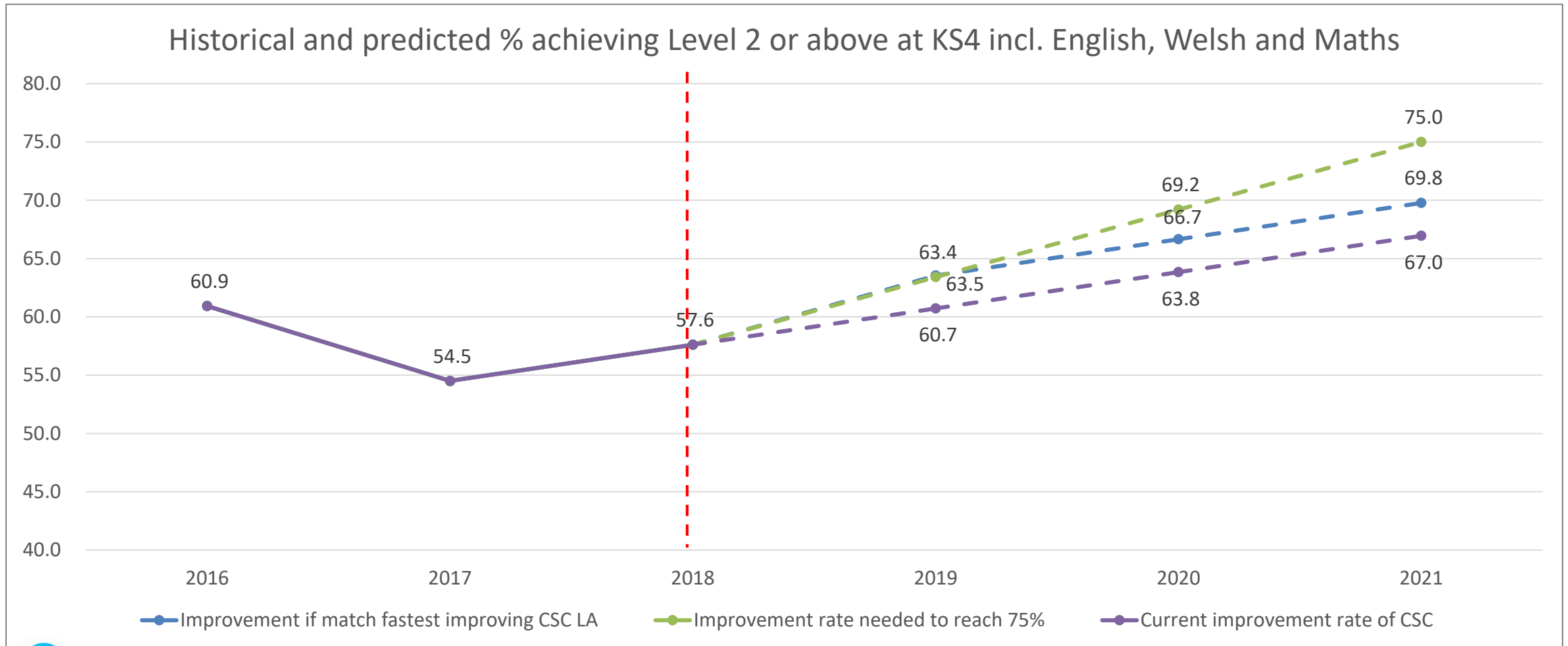
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If CSC continues to improve at current rate it could get to 67% of pupils achieving Level 2+ at KS4 (incl. EWM) by 2021. If all LAs could match the highest rate of improvement seen last year it could get to 70%

CSC improved at a rate above the national rate of improvement last year. If it can sustain this rate of improvement it would get to 67% of pupils achieving L2+ (inc EWM) at Key Stage 4 by 2021. If however all LAs could match the rate of the fastest improving LA¹ last year it would be possible to achieve close to 70% of pupils achieving this level. If CSC wanted to set an even more ambitious target of say 75% of students achieving Level 2+ (inc;. EWM) CSC would need to almost double the current rate of improvement.

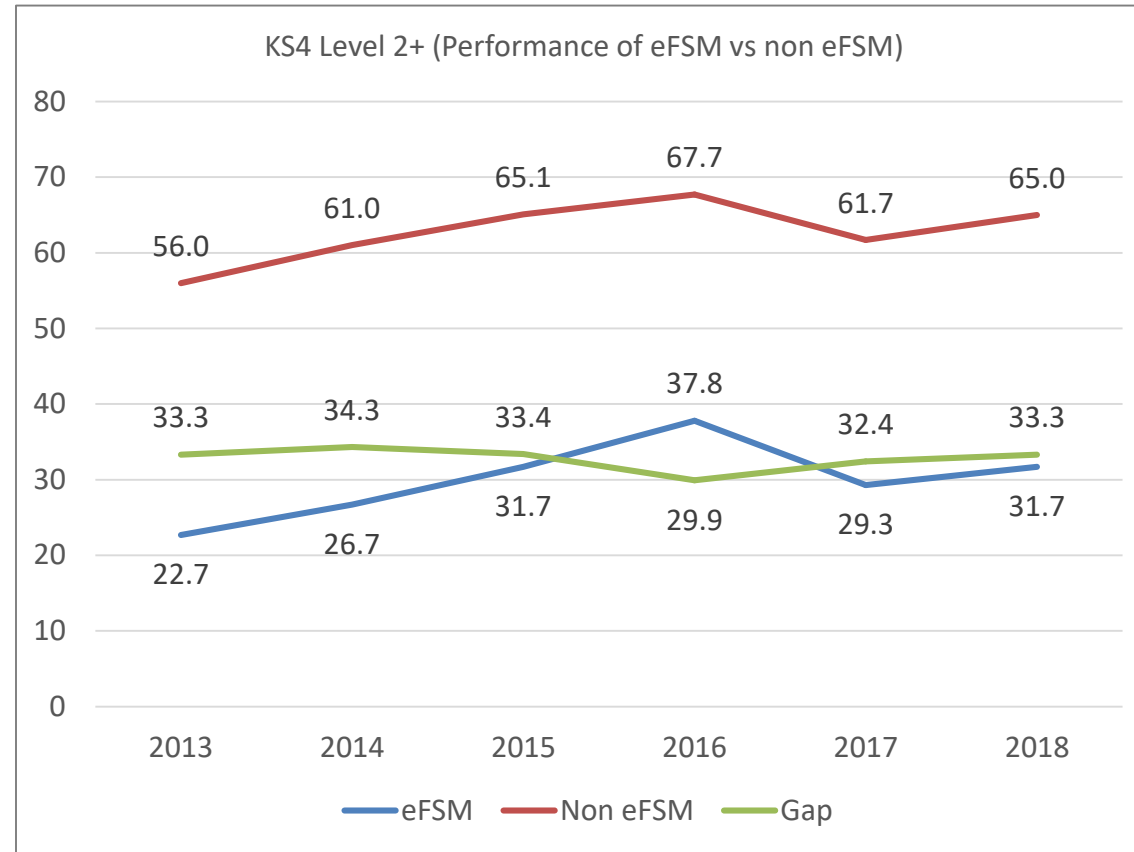
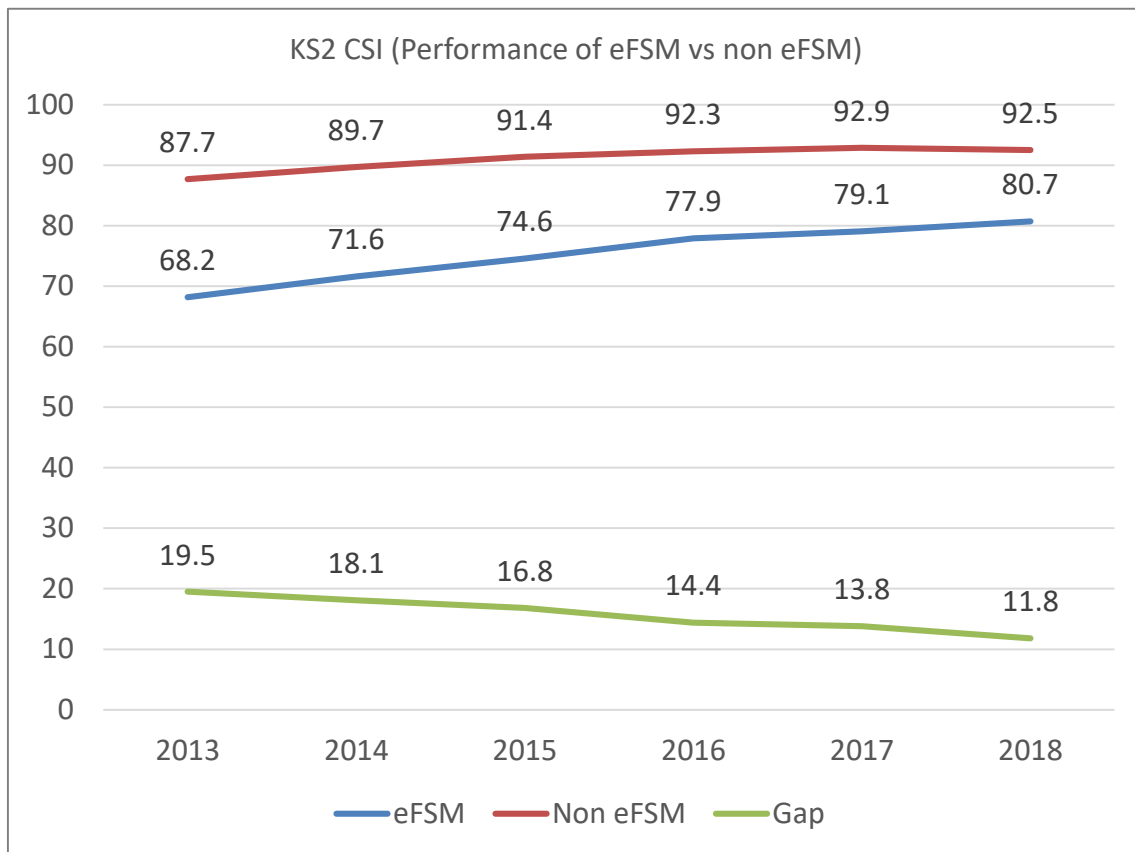
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1. This is based on the improvement Vale of Glamorgan exhibits the highest rate of improvement for 2017-18

Performance of eFSM pupils: The gap has continued narrowing at KS2 over the last 5 years but at KS4 gap has widened in last 2 years and is above the gap at national level.

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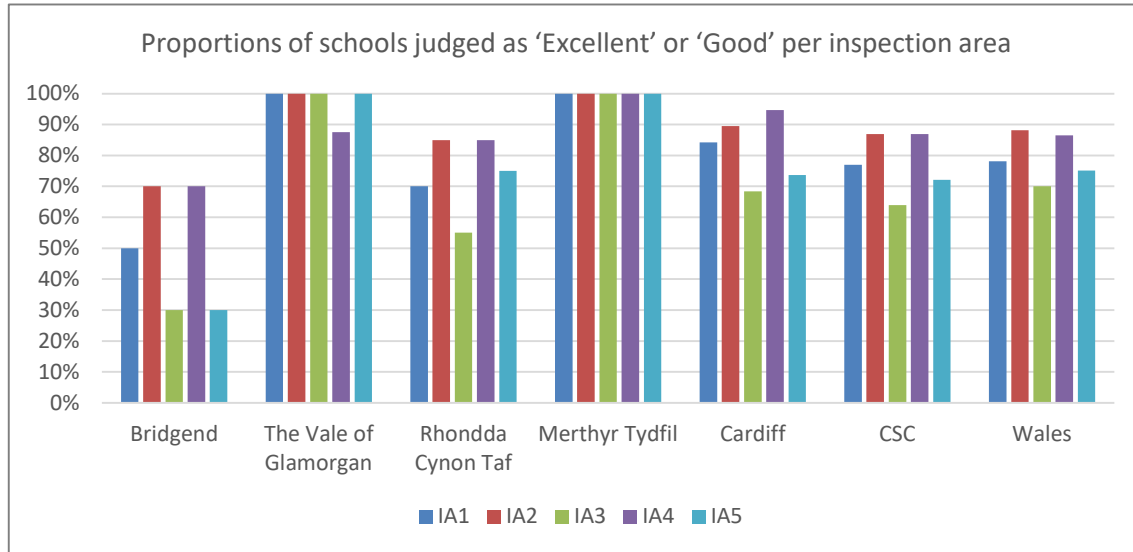


- The gaps in performance between eFSM and non eFSM pupils has decreased for all performance measures at both expected level and above-expected level
- This is driven by an increase in all performance measures for eFSM pupils, at both expected and above-expected level –whilst performance of non eFSM students has been more variable.

- The gap in performance for **KS4 Level 2 threshold** (incl. EWM) has widened, despite increases in performance for both eFSM and non eFSM
- This gap is wider than the national picture (CSC gap of 33.3pp and Wales of 32.3pp)

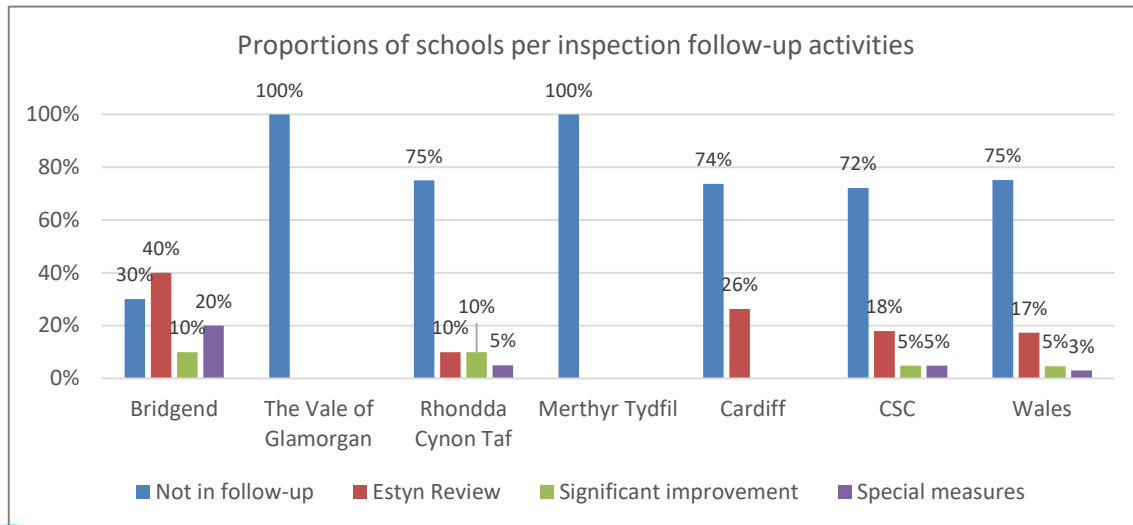


Given changes to the inspection framework, CSC is now the second lowest region for four out of five inspection areas although some LAs have performed very well on these new measures



Inspection Outcomes

- Given the new inspection framework introduced for 2017/18, there is no trend information for the breakdown of inspection areas
- The CSC region is below the national proportion of inspections judged as either 'Excellent' or 'Good' for all inspection areas, other than Inspection Area 4 (Care, Support and Guidance)
- There are some LAs within the region, however, that far outperform the national proportions – Merthyr Tydfil have 100% of schools inspected judged to be 'Excellent' or 'Good' for all inspection areas and Vale of Glamorgan has 100% for 4 out of 5 outcomes
- Overall, CSC is the second lowest region for the proportion of schools judged as either 'Excellent' or 'Good' for inspection areas 1, 2, 4 and 5 and is the lowest region for inspection area 3



Inspection Follow-Up

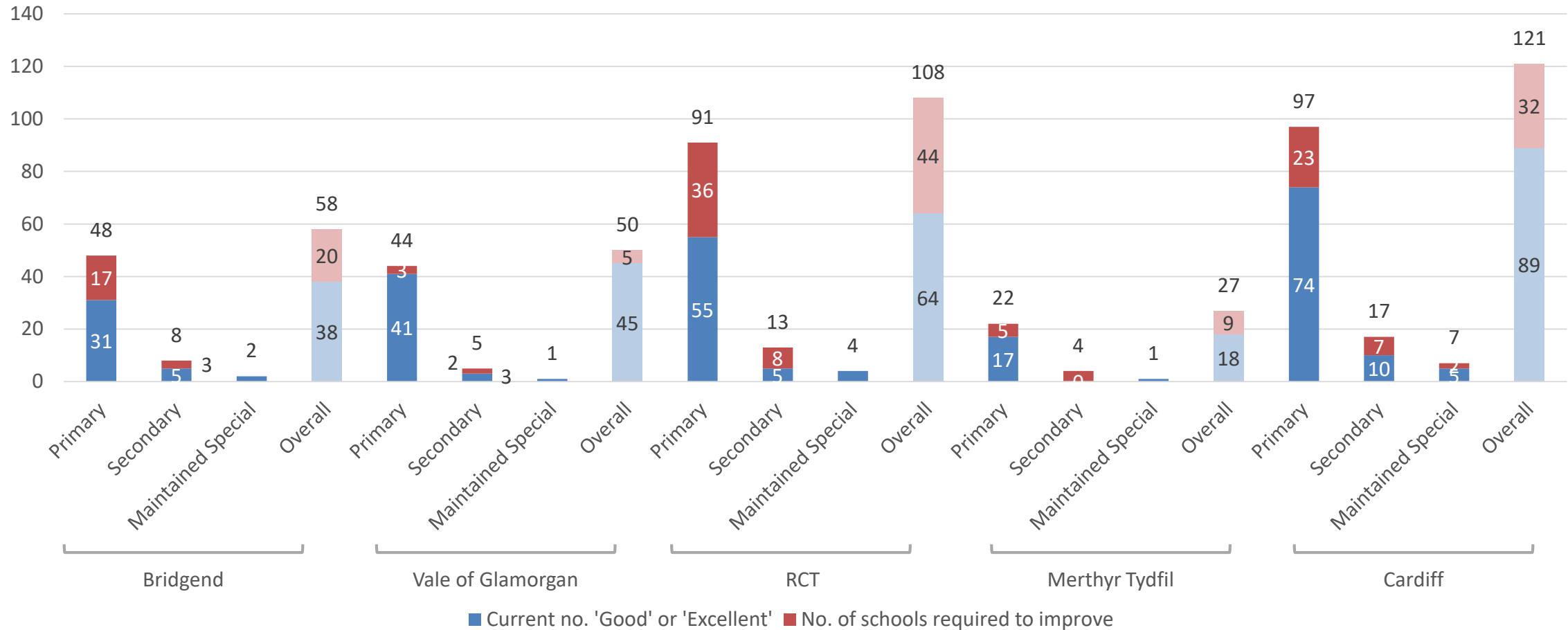
- CSC has fewer schools placed into the follow-up activity than the national proportion, and has similar proportions placed into follow-up activities Estyn Review and Significant Improvement
- But, CSC has a higher proportion of schools placed in Special Measures than national proportions

Excellent Practice Case Study

- Nearly four in ten schools inspected in CSC are invited to create excellent practice case studies, which compares favourably to national proportion of 32.5%

Out of 364 schools in the region with an inspection judgement, 110 would have to improve for CSC to reach 100% 'Excellent' or 'Good' for IA1 'Standards'

Number of schools per LA required to reach 100% 'Good' or 'Excellent' for IA1 'Standards'



Tudalen 47

* Only 364/387 schools have a current inspection judgement. The remaining 23 schools are not included in these figures.

Section 2: Are there any other examples and work you can learn from in other consortium in Wales or other local education systems particularly around the development of a school led-system?

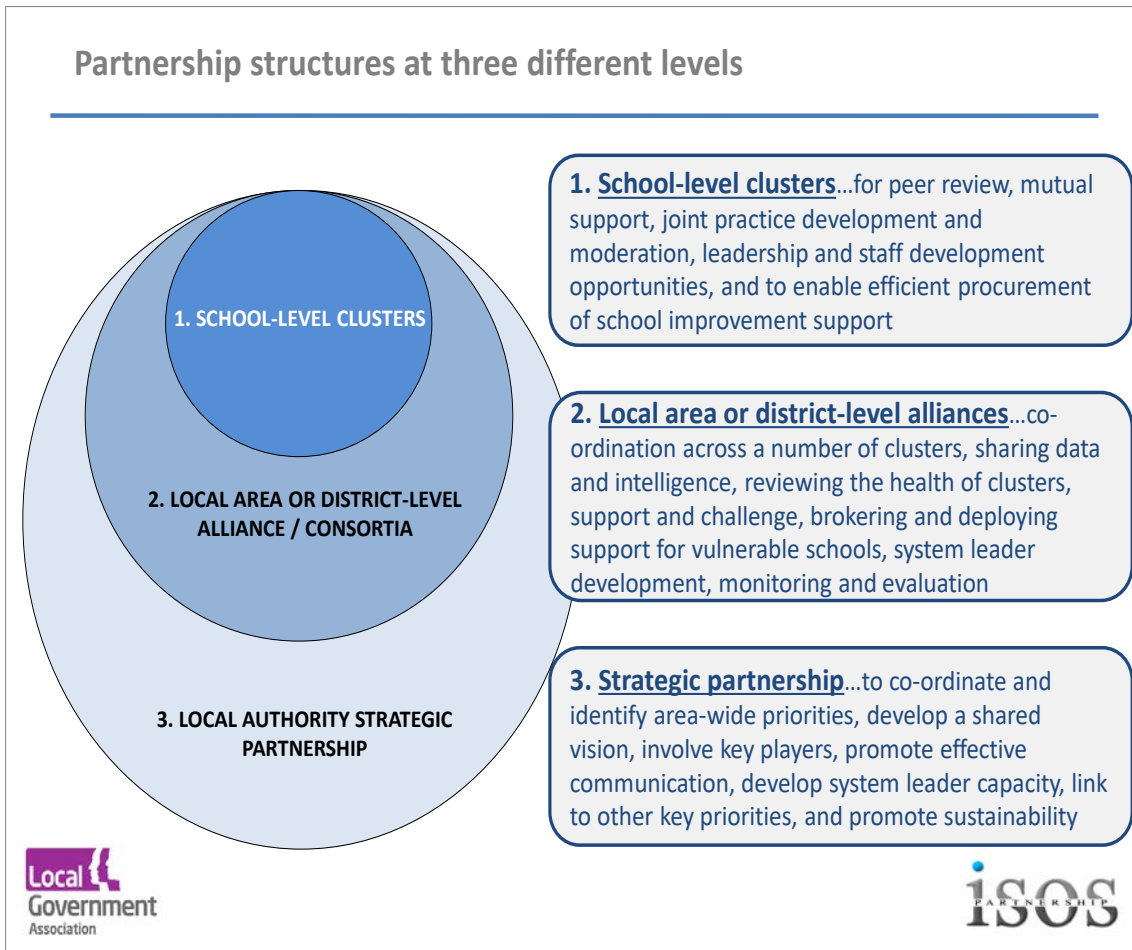
Learning from other Consortium in Wales

We have spoken to the Managing Directors in the three other regions to understand how their approach to Consortium working is evolving and changing. It is important to say that each of the other regions has a different delivery model to Central South – EAS has a company structure, GER has moved to a pan-region Consortium model and ERW is currently undergoing changes which will establish a stronger Consortium role for providing professional learning support. Whilst it is important to recognise these differences we believe there are still things you can learn from how they have developed elements of their delivery model and their business, planning and finance processes. Our main reflections are summarised below:

- **Be clear about your professional learning support offer and how this is distinct from the challenge role.** For example ERW have made it explicit that the Consortium's focus is all around supporting schools in three areas i) implementing the new curriculum ii) professional learning and iii) leadership development and this is a separate and distinct offer from the Challenge Adviser role. In GER they have made a deliberate change to the description of their Challenge Adviser role renaming it as a 'Supporting Improvement Adviser' to explicitly recognise that the role is about more than challenging schools and as important is the role they play in brokering and connecting schools to professional learning support.
- **Set forward budget projections in advance.** Two of the other Consortium have already set three year budgets to be clear to Local Authorities what the contributions required will be. In one this was discussed and agreed by Chief Executives, in the other the Consortium developed their proposals and put these to Members and Directors to agree. In both cases they were also looking at their core and grant budget as a single pot of funding and deciding how it would be allocated to meet their agreed strategic priorities rather than separating core and grant funding.
- **Provide transparency of spending and delegation to schools to allow easy reporting to Local Authorities.** EAS have developed an online tracking system that shows exactly what level of funding has been allocated to each school along with conditions of grant they are expected to meet. Schools are expected to report against this spending – either by uploading their own evaluation process or by completing simple one page form. The details of any support being provided and the latest Challenge Adviser reports are also available so LAs have this all in one place. ERW also talked about being more transparent about the delegation of grants to schools so schools and Local Authorities could more clearly see where the money is going and avoiding the perception that the Consortium was top-slicing a large part of the grant budgets.
- **Use the Business Planning process to engage widely around the strategic priorities and then stick to them.** Other Consortium described their business planning process as the key mechanism for engaging with LAs and schools about their priorities. They talked about consulting widely on the business plan as the chance for Heads and Governing Bodies to feed in their priorities too. In GER they develop local school improvement plans to feed into the regional plans and have regular local quality boards to review progress against the plans. GER also talked about the effort they have put into developing relationships with Members including having informal opportunities to meet and provide updates outside of the formal Governance processes. EAS have also invested heavily in the development of their relationships with Members.

Lessons from England

Tudalen 50



There are important differences in the way the education system has developed in England and the partnership structures that have emerged as a result. There are a range of different models now at a local level from local strategic partnerships, schools owned companies and traded services as well as the school level partnerships such as Federations and Multi-Academy Trusts. Whilst recognising the differences in the context and legal framework we think there are lessons you might learn from the way these partnerships are developing.

Learning from England

In our research for the LGA published in 2018* we observed partnerships working at the three levels described in the diagram on the left. Our research identified a number of lessons from experiences in England over recent years in developing a self-improving system that might be relevant to your challenges in Wales:

1. Developing a self-improving system is harder to achieve in a period of reducing budgets: reduced resources make school-to-school support more difficult and partnerships have had to prioritise what they want to use school to school capacity for
2. Many local areas are developing their own strategic partnerships to drive forward school improvement locally; these partnerships often have both Headteacher and Local Authority representation
3. The links and connections between the different levels in the system are critical to making it work. Clusters can provide good opportunities for developing peer review, building engagement with evidence-based practice, and creating staff development opportunities. But clusters need to be connected to local groups of schools and local groups to the strategic partnership and this is likely to require dedicated coordinating capacity and effort.

* *Enabling School Improvement: research into the role of LAs in supporting local school improvement systems* Isos Partnership for LGA (2018)

What implications might this learning from other systems have for you?

- **Other Consortium and local Partnerships in England have both seen the role of Clusters as critical to their delivery model** and invested time and effort in strengthening the work of these clusters. Given the focus on cross-regional collaboration in Central South over the last few years there has been less attention paid to the role of Clusters as more time and effort has been put into the development of SIGs and Hubs. This is now changing with a greater role envisaged for Clusters in relation to implementation of the new curriculum and ALN reforms and suggests that the same degree of effort will be required to get consistent implementation from clusters across the region. There is currently likely to be significant variation in the quality and capacity of cluster working.
- **In England one of the key features of the development of partnership working has been the links between the different levels of the system.** In many cases this means the work of clusters of schools is brought together in larger local area based groupings which in many cases are then overseen by the work of a whole area based strategic partnership which involves both Heads and the Local Authority. You are facing a similar question about how best to connect the work of local schools within their clusters to groups of Headteachers coming together in local partnerships with work at a regional level. Our understanding is that recent work has helped to develop stronger Headteacher led partnerships at local authority level which help join up the work going on in individual clusters of schools but there is less clarity about how these local partnerships come together with each other and join up with the work at regional level.
- **In most cases the partnerships in England are Headteacher led although they still have strong involvement from Local Authorities.** This might raise questions for you about how strong the involvement of Headteachers and System Leaders is in the current Governance model and whether there is more you could do to strengthen and deepen the engagement from a wider range of Headteachers across the region. One other feature of many of the partnerships in England is they have opted for an Independent Chair for the partnership so that neither schools nor Local Authorities are placed in the 'lead' role in chairing the partnership discussions. This might be something you also want to consider for your own Governance model moving forward.
- **There might be learning from some of the other Consortium in Wales around the disciplines of their planning and budgeting processes.** A number of other Consortium talked about the processes they used for engaging Local Authorities and schools in developing their annual business plan and had strong systems in place for making transparent to Local Authorities and schools where funding was then going. In some cases they had also developed a proposed three year budget for the work of the Consortium and got agreement from Local Authorities to this.

Section 3: Is the current model fit for purpose for the future taking into account Welsh Government planned changes to the education system?

There have already been a number of external evaluations and surveys conducted seeking more feedback on the work across the region...

- **NFER undertook two surveys of headteachers in 2015 and 2017 to test the development of a self-improving system.** They found a marked difference in the attitudes of school leaders between the first and second round of interviews with most now believing the development of a school-led model was the right direction for the region. They also found deeper engagement from middle leaders and classroom teachers and that they were increasingly involved in cross-regional work with structures such as SIGs, Hubs, Pathfinders and Peer Enquiry becoming more embedded. They identified that some schools were more engaged than others in cross-regional work. They identified priorities for development: the relationship between Peer Enquiry and Challenge Advisers; quality assurance of Hubs; and more effective brokerage.
- **The Consortium itself commissions an annual survey of a sample of leaders, teachers and pupils in 20% of its schools to seek their feedback.** The latest survey found that there has been a deepening across all phases in collaborative school-to-school work such as undertaking action research, joint practice development and learning walks – two thirds of staff said they had involvement in action research, for example. Over three quarters of staff said collaborative working had improved their classroom practice and was impacting pupil learning and attainment. The survey showed large numbers of staff felt confident in their ability to access high quality and varied external support. Priorities for improvement included: clearer alignment between the work of Pioneer and Hub schools; and the need to develop a comprehensive plan to support the implementation of the new Curriculum for Wales. It also identified the challenge of maintaining the commitment to self-improving culture and system at a time when many schools and Local Authorities would be facing further budget pressures.
- **RCT has undertaken its own survey of headteachers which included questions on the work of the Consortium around school improvement.** The survey found that over 80% of headteacher respondents strongly agreed or agreed that the Consortium had a clear vision for improving education and that there was effective and appropriate support and challenge for school improvement provided in schools/PRUs. Heads were slightly less positive about the LA/CSC facilitating school-to-school support and joint working and collaboration between Education Services and Central South Consortium in supporting schools to improve: just over two thirds were very positive or positive about these elements.

What did we hear when we spoke to headteachers, LAs and Consortium staff?

- We shared interim messages with you based on early conversations with headteachers, LAs and Consortium staff. They reinforced many of the strengths and challenges that had been identified by earlier evaluations and surveys. They are included on slides 24-26.
- Since then we have tested these further with the Delegate Heads Group and with other selected headteachers (we invited the headteachers who were originally nominated to participate, as well as those chairing each of the local headteacher partnerships/groups to participate and have had conversations with heads from Cardiff, Merthyr, RCT and VofG. Some of the other chairs had participated in our earlier workshops so chose not to participate in further discussions).
- These further conversations reinforced many of our earlier findings although we highlight some additional messages on slide 27.
- Overall the message coming from heads is still largely a positive one about the role they want the Consortium to play as a middle tier that connects and joins up the system from national to regional to local, and continues to promote and push a self-improving system.
- Some heads thought this role for the Consortium was even more vital during a period of such turbulence and change – *'The Consortium can be the rock that provides some stability for schools during this period of uncertainty and change'* as one Delegate Head put it.
- However there was also a strong sense from Heads that if the Consortium is going to play this role it needs a re-launch or a refresh of its vision and purpose again, and to ensure it has the right capacity to lead work and drive this forward in partnership with LAs and schools.
- Communications and governance emerge as two other critical themes from the feedback. There is confusion and uncertainty about the purpose of different groups and how they are meant to connect to each other currently. Whilst local headteacher meetings seem to be providing a valuable connection between schools and cluster working and Delegate Heads play a powerful role at Consortium level in advising on the future strategy, there is no clear line of sight through these groups from regional to local to cluster working.



What were the main messages we heard – current strengths in the system

- **As a region we have come a long way in a relatively short period of time** – a number of interviewees said to us it was important not to forget what it was like before the consortium existed: we didn't know our schools well enough, too many of them were failing, and all of the LAs were judged adequate or unsatisfactory by Estyn. We had different systems and processes for school improvement across LAs and no way of bringing them together effectively. By working together across the region we've been able to address many of these system level weaknesses.
- **We've seen the collective impact we can have by working together across the region.** The continued improvement against key performance measures is a big part of the evidence for this, but so is the softer feedback from schools and leaders about the types of school improvement activity they are now undertaking working with colleagues from across the region in other schools. The development and depth of school to school working was seen as a key strength of regional working by many.
- **Despite improvement there is no complacency and a drive to improve further.** The commissioning of this review, the development of proposals for changes to HUBs, SIGs and other elements of the challenge as well as a desire to dig beneath the positive overall headline data to focus on improving outcomes for key groups of students such as disadvantaged, EOTAS and ALN are all evidence of the collective desire to secure even greater impact from working together as a region.
- **The Challenge Adviser model is seen to have improved over the last few years.** The quality of Challenge Advisers is seen to have improved, particularly by Local Authorities, and they welcome being allocated a dedicated Senior Challenge Adviser, although they still have questions about accountability and what their time is being spent on. Schools were still concerned about consistency of quality and frequent changes in their Challenge Advisers but were positive where the relationship was working well with their Challenge Adviser that this could help the school improve.
- **Schools were most positive about the opportunities to work with other schools.** SIGs were the most frequently mentioned element of the challenge and were seen positively by many schools for the opportunities they have provided to work with other schools from across the region and outside their LA. For schools in smaller LAs this push to look outwards across the region was particularly welcomed and schools who had both given and received support through these models were positive. This feels like a big change in the culture of collaborative working that shouldn't be underestimated.
- **At a time of budget pressures, the Consortium has already delivered savings** particularly to the core budget and by looking more flexibly at the way it uses core and grant funding as a combined pot. It has delivered a 5% saving to the core budget in each of the last two years and is proposing to do the same this year. This represents a total reduction in LA contributions of £626,000 over the last 3 years.



What were the main messages we heard – current challenges in the system

- **We've lost sight of the vision for school improvement over the last 18 months** – Many interviewees said they don't feel there is clear overall regional strategy or vision for school improvement or what comes next. They contrasted this strongly to the period when the Central South Challenge was first developed when the consortium, LAs and schools were all seen to be working towards the same aim, there was a strong sense of excitement from many schools, and everyone could explain the mission and purpose. School leaders said this wasn't just an issue for the Consortium to address – they were also looking to LAs for leadership on this - *'we should all be in this together but it hasn't felt like that over the last 12 months'*.
- **LAs feel a strong sense of loss of ownership over the Consortium's direction** and ability to influence its work. In large part this is driven by concerns that the level of demands being placed on the Consortium by Welsh Government has turned it into a regional delivery arm for large scale national initiatives. LAs feel like they are not part of the conversation and don't have the ability to influence how the Consortium delivers to their schools. The conditions attached to grants are seen as a barrier to being more flexible in the approaches that can be taken. There were concerns that the breadth of the Consortium's work had gone beyond the core focus on school improvement and too much resource was being spent on delivery of other priorities.
- **Questions were raised about value for money and evidence of impact.** At a time when LAs are being asked to deliver significant savings they are asking questions about value for money from the consortium. Concern was expressed that there isn't detailed enough information about the impact of different initiatives and how money is being spent to answer these questions effectively. Value for Money reports provide an overview of participation data and evidence of impact where available, but there is a strong view that more work is needed to give judgements of whether support is working to help improve schools or not.
- **Although the Challenge Adviser model is seen to have improved there are still big questions about it** – for LAs there remain questions about what Challenge Advisers are expected to spend their time on and how they are being held accountable for the impact of their work. Schools are still concerned about the variability in quality and the frequency of changes in personnel; they wanted to see Challenge Advisers playing more of a broker and signposting role. All were agreed there is a need to consider how the model will need to evolve in light of new arrangements for self evaluation and peer review and new national approaches to accountability. Some thought that Challenge Advisers should no longer be working with schools that are performing well and the role should be reserved for schools that are in difficulty.

What were the main messages we heard – current challenges in the system

- **Schools were less positive about how some elements of the Challenge model are working currently.** SIGs as a model were seen to work better for primary than secondary schools and there were questions about how they would fit with cluster working moving forward. Questions were raised about duplication and overlap in the role of Pioneer Schools and Hubs and there were concerns expressed by a number of schools about the quality and quality assurance of some Hub provision.
- **Questions were raised about Governance and the role of the Delegate Heads' Group.** For some this had provided the driving force behind the development of the strategy but there was concern that it has lost direction in recent months. There was very little visibility of the work of the Group to other Heads. Heads were concerned about capacity gaps at Consortium level and who would be taking forward key pieces of work. They also said there was confusion at times over roles and responsibilities between the Consortium and LAs and who to contact on different issues.



What additional messages emerged from our further interviews with heads?

- **Local headteacher meetings are providing a useful forum for connecting up the work of schools and clusters** and sharing information both in terms of feeding up and down to cluster level. In a number of cases, headteachers have taken on more responsibility for setting the agenda and managing these meetings. The Senior Challenge Adviser is playing an important role in connecting the Consortium to these discussions and the connection to the Local Authority remains strong in most cases. However there was confusion about how these arrangements are supposed to connect in and link to the Consortium's governance arrangements – what should the relationship be with Delegate Heads or Representative Head Group? The current arrangements are also very reliant on Senior Challenge Advisers playing the connecting role. There is also no forum currently for bringing together the heads leading these groups across Local Authorities to discuss and raise common issues and challenges.
- **There is greater clarity now about the delivery model moving forward and the important role of clusters.** The proposed development of the role of clusters within the Central South Wales Challenge model fits well with the way that clusters are being used and developed locally in many cases. Heads are keen to maintain cross-regional working through SIGs and other forums but recognise that much of the day-to-day collaboration between schools and teachers is more likely to come at a cluster level. However there is recognition that not all clusters are as strong as others, and more work will be needed to define their roles and ensure all are equipped to play them. The role of cluster convenor is likely to become as critical as the SIG convenor role and we should learn the lessons about what it has taken to make SIGs more effective and apply to clusters.
- **There are examples where the regional model is seen to be working well.** The most commonly mentioned example was the recent work around implementation of the ALN reforms which was seen to have been well led with clarity around roles and responsibilities, clear communication and engagement with schools, and a clear plan about how work is going to be take forward. It was described by some heads as a model of how regional working should look from a school's perspective. This was contrasted with other work led by the Consortium where there had been changes in personnel and uncertainty about who was taking work forward. One example given was the the Executive Head development programme which held a number of positive initial meetings but which has subsequently stopped. Some heads felt that the frequent changes in staff at Consortium level and consequent capacity constraints were too often limiting the effectiveness of the Consortium's work in many areas over the last year.
- **The role of the Consortium in filtering and communicating messages about national change is seen as critical during this period of change.** A number of heads were positive about the information the Consortium was providing them that helps them to understand the national agenda and upcoming developments like the curriculum changes. They saw the Consortium as the critical body to provide this intelligence and help them make sense of what can be a complex and confusing picture with so much change. However some Heads said they were still having to work hard themselves to find and interpret this information and thought the Consortium could do a better job at flagging critical information through its regular newsletters and bulletins. There was also seen to be too little face-to-face communication with not enough Consortium representation at Headteacher meetings and no one able to tell heads the 'bigger picture' story about what the Consortium was doing and how it connected to schools and LAs.

Conclusion: Is the Consortium fit for purpose for the future?

- In addition to the positive overall story about regional performance set out in Section 1 there are lots of positive messages from the qualitative feedback about the Consortium. Many of the Headteachers we spoke to remain committed to the development of a self improving system and regional working and still see the Consortium as the best vehicle for making that happen. The external evaluations and surveys of the Consortium's work also show a level of positive feedback from Headteachers and school staff which is impressive.
- However it is also clear from the feedback we received that the view of the Consortium has not been as positive over the last 12-18 months. It has suffered from frequent changes in staffing and has not provided clear direction and leadership as a result. Our conclusion to the question 'is the Consortium fit for purpose for the future' therefore would be not in its current state. We believe you will need to address a number of challenges if you want the Consortium to be fit for purpose for the future. It is important to say that many of these challenges would exist whatever organisational model you decide to opt for in future. We outline below our summary of the main challenges and provide more detail on subsequent slides.
 1. **Leadership and capacity gaps.** The absence of permanent leadership, gaps at a senior level and uncertainty around the future of the Consortium have impacted its ability to do its job effectively over the last 12-18 months. There is a need therefore to reset the vision and ensure the Consortium has the leadership, credibility and capacity to drive forward work across the system in partnership with Local Authorities and schools.
 2. **Clarity about roles and responsibilities.** There is a need to set out again for everyone involved the respective roles of the Consortium, Local Authorities and Schools and to show how the connection between the Consortium and the work of Local Authorities can be strengthened. Senior Challenge Advisers also need to be more effectively connected to the wider work of the Consortium to play a stronger system leadership role.
 3. **Tension between the Consortium's role as a regional school improvement service and delivery arm for Welsh Government.** This tension needs to be managed more effectively so Local Authorities and schools understand and see how their priorities fit alongside and/or are different from national priorities which the Consortium is being asked to deliver against and how funding is being used to support them.
 4. **Support schools to implement the new curriculum.** This is the biggest challenge facing the system in the coming years and you will need to ensure that the school to school support structures that exist through Pioneer Schools, Hubs and Clusters have sufficient expertise and capacity for the task.
 5. **Determine the future Challenge Adviser model.** There is a need to continue to improve the quality of Challenge Advisers support and challenge to schools and to determine the future role of Challenge Advisers in relation to different types of schools and the fit with Peer Review.
 6. **Strengthen Governance.** There is a need to be clearer about the role and purpose of different groups and to rationalise and simplify the current model. There is also a need to further strengthen the engagement of Headteachers and System Leaders in Governance.
 7. **Funding pressures.** For schools and Local Authorities this remains the biggest challenge in the system so any action you take will also need to take account of these pressures and deliver further savings where possible. We look in more detail at the options around funding in Section 4.



Further analysis of the challenges facing the Consortium

Tudalen 60

Challenge	What are the issues facing the Consortium that you need to address?
1. Leadership and Capacity Gaps	<ul style="list-style-type: none"> • Absence of permanent Managing Director has created uncertainty amongst Heads and CSC staff • Frequent changes in senior staffing have left gaps and meant that key pieces of work haven't been taken forward or are delayed e.g. Closing the Gap strategy, Executive Head Leadership Development • The ongoing debate about the future of the Consortium and consequent lack of clarity over the way forward has damaged morale amongst staff and created recruitment and retention issues for the Consortium • The uncertainty also means there has been no 'guiding coalition' driving the Consortium forward – there is a need for LAs (both members and Directors) as well as key system leaders to be seen to be setting a clear vision and way forward again
2. Roles and Responsibilities	<ul style="list-style-type: none"> • At a basic level challenge here is about being clearer about the respective roles of the Consortium, Schools, Local Authorities and Welsh Government and how they all work together as part of one overall system contributing to improved outcomes • Given the extent of change at Consortium level there is also an immediate need to set out again key roles and staffing • Another challenge here is how to strengthen the connection between the work of the Consortium on school improvement and the wider responsibilities Local Authorities have in relation to areas such as place planning, inclusion and wellbeing etc • For Local Authorities part of the challenge is about how well connected Consortium staff are to their own work – in some cases this is more of a practical issue about not being on the same e-mail system and not having regular opportunities to meet with Consortium staff to build relationships on a face to face basis • For Senior Challenge Advisers there is also a significant challenge in having to face both ways to Local Authorities and the Consortium. This means they often don't have the time needed to be both the lead officer for the Local Authority and to stay connected to the wider Consortium work. This in turn limits their effectiveness in being able to support and connect Local Authorities and schools to the wider work of the Consortium around the professional learning and leadership support.



Further analysis of the challenges facing the Consortium

Challenge	What are the issues facing the Consortium that you need to address?
3. Tension in the Consortium role between LA commissioned service and Welsh Government delivery body	<ul style="list-style-type: none"> • The challenge here comes from the combined role the Consortium is being asked to play to both deliver a school improvement service for Local Authorities and act as a regional delivery arm for Welsh Government on the national mission • Given the similarity in the aims of the national mission and Local Authorities ambitions for education there is nothing inherently incompatible in the Consortium being asked to play both of these roles at the same time • In practice however Local Authorities often feel that they have lost ownership over the direction of the Consortium’s work, that they have no control over how a large part of the Consortium’s budget is being spent given the conditions of grant funding whilst still having to bear all of the overheads associated with the Consortium’s management and infrastructure • There is also a need to ensure there is more engagement and transparency in the conversations between the Consortium and Welsh Government so that all are clear about what they can influence and what they cannot
4. New Curriculum	<ul style="list-style-type: none"> • Getting all schools ready for the implementation of the new curriculum is one of the biggest challenges facing the region • One of the challenges here is the limited engagement of most schools in the curriculum design work to date – whilst the region has had a number of Pioneer Schools leading curriculum design work they have not always been well connected back into the Consortium’s current structures for supporting school to school working like SIGs and HUBs • The Consortium now plans to deliver the majority of support and development for implementation of the new curriculum through local cross-phase clusters of schools. The challenge here is that whilst some Clusters have a strong history of working together in other cases their track record is more mixed and this will be asking them to take a much bigger role than they have played before. Ensuring all clusters are effectively supporting schools around the new curriculum will be a big challenge.

Tudalen 61



Further analysis of the challenges facing the Consortium

Tudalen 62

Challenge	What are the issues facing the Consortium that you need to address?
5. Challenge Adviser role	<ul style="list-style-type: none"> • There is an continuing need to improve the quality and consistency of Challenge Adviser advice, support and challenge to schools to ensure all schools are benefitting from positive external professional scrutiny and challenge of their performance • There is a need to review the role of Challenge Advisers moving forward to determine whether the same level of challenge and support needs to be given to different types of schools. There is also a need to review how the role of peer review and cluster working might change the role. This will also need to take account of developing Welsh Government thinking. • As part of re-designing the role there is a need to give greater emphasis to the 'support' side of the role to strengthen the role of the Challenge Advisers in brokering and signposting schools to appropriate professional development support and connecting them to other schools that they could learn from. This will become even more important during the implementation of the new curriculum. Challenge Advisers will need to be better connected to the wider work of the Consortium around Professional Development and Leadership development to play this role effectively.
6. Governance	<ul style="list-style-type: none"> • There are a number of different layers to the current Governance model with a number of groups playing different roles meaning that decision making is not always clear and transparent. There is a need to be clearer about the role and purpose of different groups and to look again at whether you can rationalise and simplify the current Governance structure. • For Local Authorities and Directors there is a lot of time and energy being put into Governance with frustration that they still cannot always influence decision making. For the Consortium there are also frustrations around the amount of time spent managing the current Governance structures without discussions necessarily contributing to moving the agenda forward. • There is too little engagement of Heads in the current Governance model and where that engagement does exist through the Delegate Heads group there is too little visibility of that role to other heads. There is the potential for the Headteachers who are leading local partnership structures to play a much stronger role in connecting the Consortium to clusters and schools.



Section 4: Is the model affordable over the next 3-5 years,
with a likely continued period of austerity?

Overview of funding: sources of funding for CSC

There are two principal sources of funding that support CSCs work:

1. **Local Authority Core Contributions** determined using the Indicator Based Assessment for education (IBA) and agreed by Joint Committee.
2. **Grant Funding from Welsh Government** which has now been consolidated into one grant the Regional Consortium School Improvement Grant. The vast majority of this grant (90%+) is delegated direct to schools but the centrally retained element funds a large element of CSCs work.

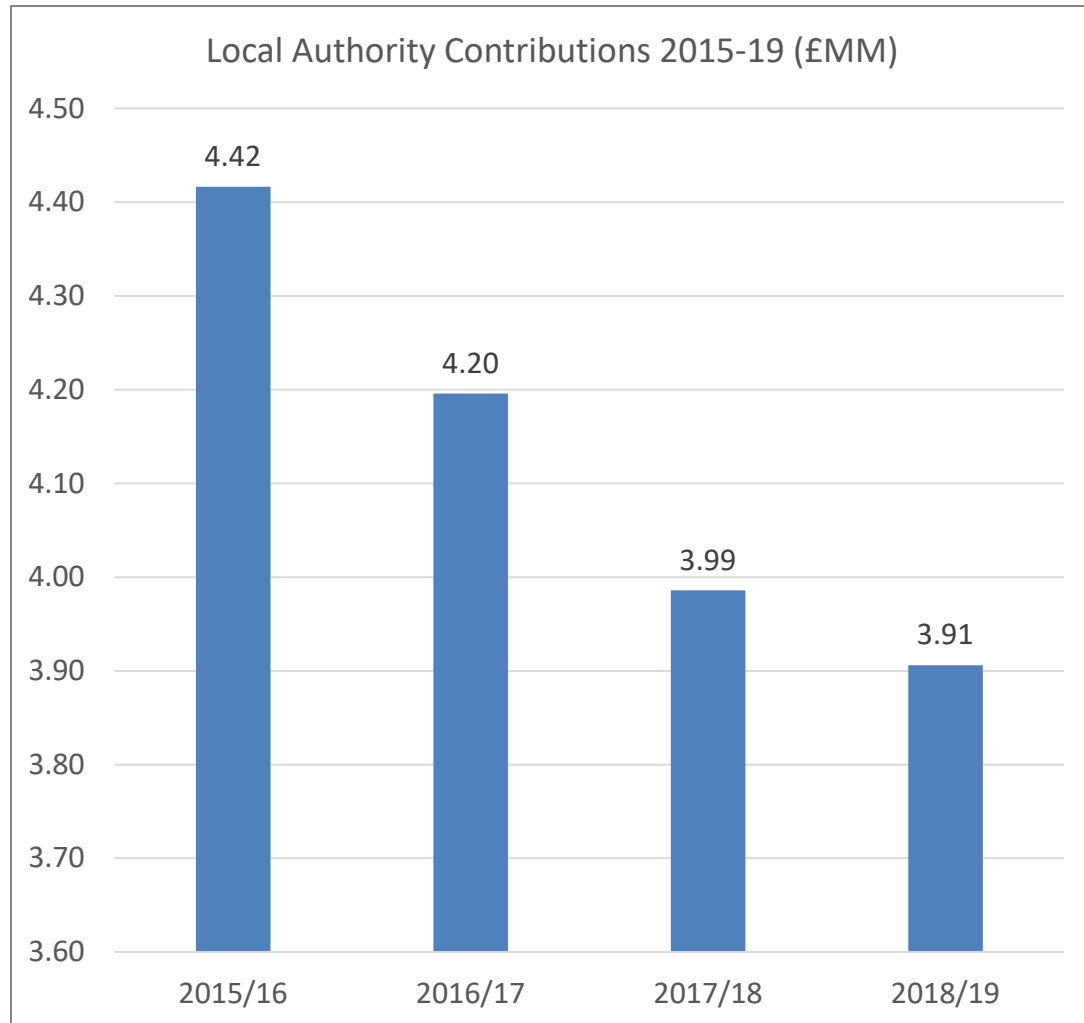
In addition to the above the Consortium receives and allocates the Pupil Development Grant to schools. The majority of the grant (95%) is delegated to schools however 5% of the Children Looked After element is retained to provide professional learning opportunities across the region to support previously looked after adopted children. Given it is not available to support the wider work of the Consortium it has not been considered as part of this review.

The Consortium does not seek to make income from any services provided to schools because it wants to encourage and promote school to school working as part of developing a self-improving system. So additional income generated is now a very small part of the total funding of CSC (c.80K). Given the commitment to the development of a self-improving system increasing income generated by the Consortium from its schools has not been considered as an option as part of this review.

In looking at the future budget of the Consortium therefore our focus has been on the two principal sources of income outlined above. We have looked at the recent trends in these budgets, how the funds are currently being spent as well as examining where there might be most potential for future efficiencies and savings. It is worth noting upfront that there are constraints on the Consortium's choices and options here imposed by the conditions of Welsh Government grant funding which currently limit the ability to use this budget on a more flexible basis.



Overview of funding: historical trends of core local authority contributions



- Local Authority contributions have reduced since 2015
- The National Model initially recommended £5.4m of contributions to the Central South Consortium based on the constituent Local Authorities involved
- However, actual contributions agreed were less than this
- Furthermore, an additional 5% reduction was agreed in financial years 2016/17 and 2017/18, and a further reduction of 2% was approved for 2018/19
- These efficiencies have been achieved through a number of different strategies including:
 - A decrease in Challenge Advisers FTE (decrease from 2012/13 from 33.3 FTE to 22.8 2018/19)
 - Remodelling of Business Support Functions (reduction of 2.5 FTEs)
 - Relocation of CSC offices in Summer 2018 and removal of conference centre facilities (reduction of 7.5 FTEs)
 - General budget reductions

What is the core funding currently being spent on and where might there be most scope for further efficiencies or savings?

Table showing LA financial contributions and allocations 2017-18

Cost Category	Outturn 2017-18	City & County of Cardiff	Bridgend CBC	Vale of Glam CBC	Merthyr CBC	RCT CBC
		£	£	£	£	£
		36.02%	15.59%	14.71%	6.39%	27.29%
LA Contributions	3,985,879	1,435,669	621,381	586,223	254,827	1,087,779
Senior Challenge Advisers	477,431	135,971	68,004	70,361	67,523	135,572
Challenge Advisers	1,631,330	587,587	254,317	239,928	104,295	445,203
Other Employees	1,354,186	487,763	211,111	199,167	86,576	369,569
Premises	493,871	177,887	76,992	72,636	31,574	134,781
Transport	25,404	9,151	3,960	3,736	1,624	6,933
Supplies & Services	474,689	170,978	74,002	69,815	30,348	129,546

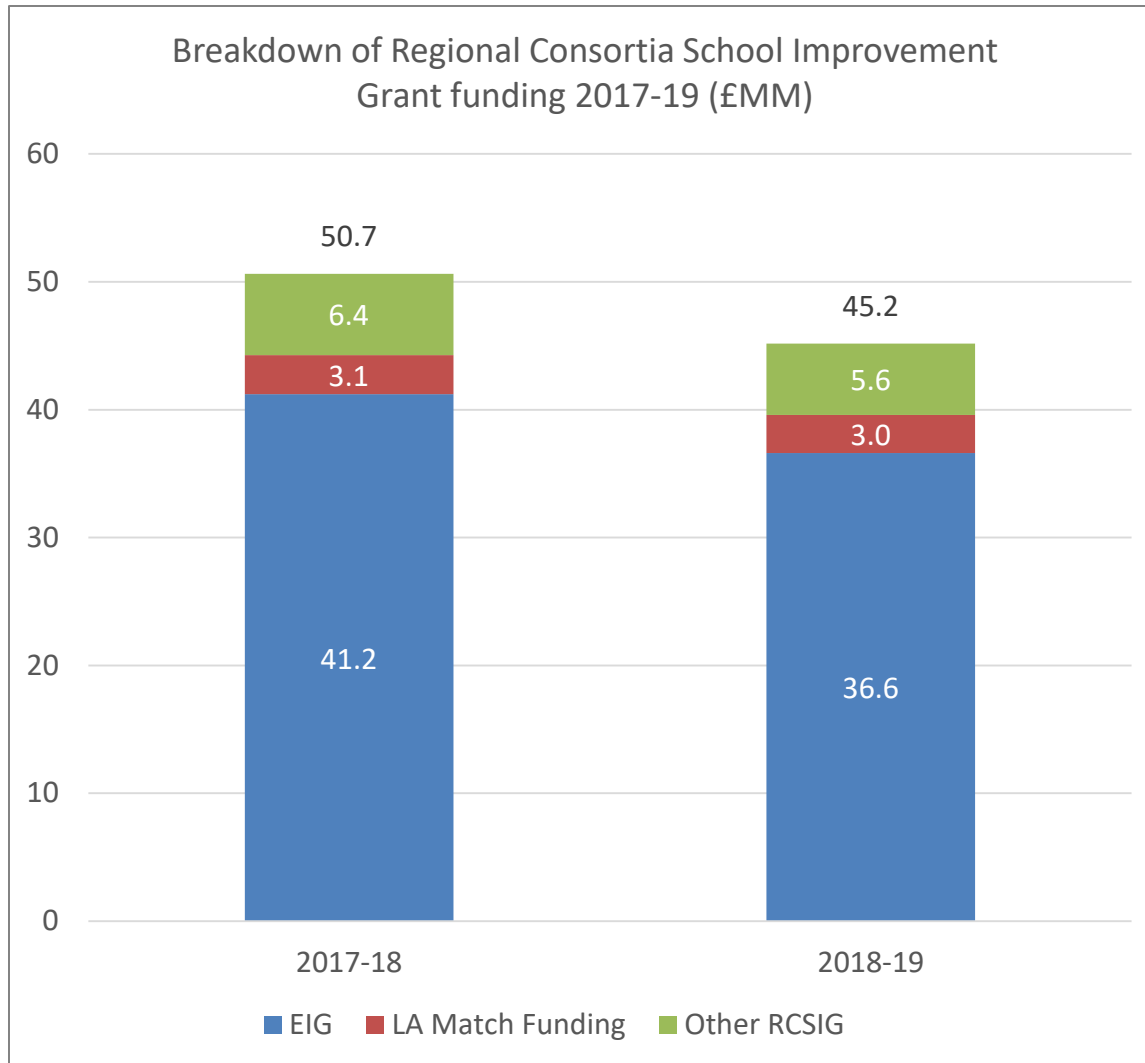
- The largest categories of expenditure are on Challenge Advisers and Other CSC Employees suggesting these are the areas with the greatest potential for further efficiencies/savings
- We shall consider the potential options for achieving further savings in the Challenge Adviser budget later in this report. This will include the role of Senior Challenge Advisers as well.
- In relation to the other Employee line this is funding a range of different posts currently including:
 - Senior Management Team (split 50:50 with grant funding)
 - Business Management Support
 - Data Team
 - Governance Support
 - Outdoor Education Adviser
 - Finance Team (split 30:70 with grant funding)
 - Project Support Staff (split 30:70 with grant funding)
- We will explore potential options around the future Senior Management structure of the Consortium later in the report.
- There have already been significant savings delivered on premises and supplies/services lines so we have not explored the potential for further efficiencies in relation to these.

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Overview of funding: trend in Regional Consortia School Improvement Grant

Breakdown of Regional Consortia School Improvement Grant funding 2017-19 (£MM)



- There has been an overall decrease in the Regional Consortia School Improvement Grant (RCSIG) for CSC by £5.3MM
- This is driven by large decreases in Education Improvement Grant (EIG) and in other elements of the RCSIG
- Since the introduction of the EIG in 2015, the funding allocation of the new grant was cut by 10% when compared to the historic funding levels of the previous standalone grants
- This has been followed by a further 5% cut in 2016/17, a 0.62% cut in 2017/18 and a 2.37% cut in 2018/19

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What is the RCSIG currently being spent on and where might there be most scope for further efficiencies or savings?

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Cost Category	Outturn 2017/18	City & County of Cardiff	Bridgend CBC	Vale of Glam CBC	Merthyr CBC	RCT CBC
		£	£	£	£	£
		36.02%	15.59%	14.71%	6.39%	27.29%
Regional Support to LAs :						
Support for Vulnerable Schools	205,300	137,748	19,902	6,970	625	40,055
PDG CLA	329,112	116,742	44,474	48,177	21,512	98,207
LIDW	93,360	38,185	13,820	28,180	180	12,995
Specific Projects						
Hubs	1,701,670	557,002	251,251	286,417	120,000	487,000
Pathfinder Support	141,000	59,000	22,000	26,000	16,000	18,000
Peer Enquiry	23,350	3,750	250	4,100	-	15,250
School Improvements Groups	726,560	224,404	88,689	91,734	47,085	274,648
Governor Improvement Groups	6,000	-	-	1,500	4,500	-
Leadership	410,868	140,545	85,780	81,078	22,100	81,365
Literacy	2,775	900	225	75	675	900
Pioneer	1,349,465	418,892	305,000	285,000	40,000	300,573
New Deal Pioneer Network	669,248	216,715	94,700	94,200	45,900	217,733
NQTP Induction	47,750	15,600	5,850	13,650	250	12,400
Digital Competency Framework	78,200	15,200	6,600	24,600	12,600	19,200
Assessment for Learning	51,100	5,325	5,925	20,275	225	19,350
Modern Foreign Languages	11,600	5,100	3,000	2,300	-	1,200
Welsh Linguistic Skills	225,305	73,911	36,330	22,550	25,177	67,337
Welsh Language Charter	19,000	6,750	2,000	2,750	-	7,500
South Wales Valleys Project	38,905	-	3,850	-	19,655	15,400
Closing the Gap	40,350	40,000	-	350	-	-
School Challenge Cymru	303,684	180,466	60,921	61,196	552	549
Other Projects	37,492	-	-	22,492	-	15,000
LA Annex	128,421	46,262	20,023	18,992	8,095	35,049
Total	6,640,515	2,302,497	1,070,590	1,142,586	385,131	1,739,711
% spend received		34.67%	16.12%	17.21%	5.80%	26.20%

Confidential - for discussion at Joint Consortium Committee

- As noted previously as this is grant funding from Welsh Government there are generally grant conditions attached to each line item that limit the scope for flexibility e.g. two of the largest line items here are for Pioneer Schools and New Deal Pioneers over which the Consortium has no influence as budget allocations to schools are already pre-determined by Welsh Government.
- It is also worth noting that in most cases if efficiencies here can be achieved it will be schools who receive any additional savings not Local Authorities.
- The largest spending lines (other than Pioneer Schools) here are Hubs, SIGs and Leadership support where there are already proposals planned to reduce the budget and to ensure there is less duplication with other strands. This is the area where CSC have greatest control and can influence the decisions about what is spent where.
- Over time it might be expected that the support for vulnerable schools line and pathfinder support could be reduced further as less schools are in need of direct support although it is always likely that some schools will be at risk and will need additional support.
- Welsh Linguistic Skills is the other largest line item but given the priority attached to this nationally this is not an area which CSC are likely to be able to reduce spending.
- There are some areas where you might even want to consider whether the budget is sufficient given the priority attached to this work e.g. Closing the Gap.

Where are the opportunities to achieve greater efficiencies/savings?

- Given the way that budgets are currently allocated there is limited room for the Consortium to make savings around its grant funding and the focus is therefore likely to need to be on making any further savings around the core budget.
- This is difficult because the core budget is where many of the savings in recent years have already been delivered and it makes achieving further efficiencies more difficult without significant changes in the delivery model.
- The two areas which make up the largest element of the core funding budget are Challenge Advisers and other CSC employees funded by core including the Senior Management Team. These are the areas we have therefore looked at in more detail to see if further savings are possible.
- The only alternative way of making savings to the core budget is to further shift some of the costs currently incurred there to be met by grant funding – for example increasing the proportion of Senior Challenge Advisers and or Senior Management that is paid for by Grant Funding.
- This may be possible but it will require a clear story to Welsh Government about how these functions are supporting delivery of national priorities and grant conditions – for example if you could demonstrate clearly that Senior Challenge Advisers are taking more of a strategic leadership role across the Consortium it might be possible to justify funding a higher proportion of their time from Grant budgets.
- There may also be value in continuing to explore with Welsh Government whether further flexibility could be allowed in the use of Grant Funding. There are other examples where Welsh Government has moved towards more flexible funding arrangements and there is a strong case to be made that if you are continuing to deliver improvements in outcomes than you should be free to determine how best to use your overall budget. This would allow you to look more flexibly at the way the core and grant budget are allocated and whether there might be other efficiencies you could achieve with different combinations. There may also be a case to be made to Welsh Government that they should be directly funding more of the Consortium management overhead given the increased role it is playing in the delivery of the national mission.



What are the potential options for reducing Challenge Adviser time?

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What are the potential options for reducing CA time?	What potential savings would it provide?	What are the risks/ downsides to the option?
<p>1. Reduce the amount of time CAs spend in Green and/or Yellow schools. Options could include:</p> <ul style="list-style-type: none"> a) Reduce all Green and Yellow by 1 day b) Reduce Yellow by 1 day and Green by 2 days c) Reduce Yellow by 1 day and Green by 3 days 	<p>On the basis of the number of Green and Yellow schools in 2017-18 this would reduce CA days by:</p> <ul style="list-style-type: none"> a) 352 days = saving of c. £140,800 b) 529 days = saving of c. £211,600 c) 702 days = saving of c. £280,800 <p>Note: all savings calculated on an average day rate of £400 which is the agreed day rate for partner headteachers. Savings may be less than this for employed CAs.</p>	<p>The argument against reducing CA time in these schools is twofold:</p> <ul style="list-style-type: none"> - It makes it less likely CAs will spot the risks or sign of decline in the schools early enough - It is harder to identify good practice in Green and Yellow schools to share with others <p>However as Slide 10 shows only 1 Green school has declined to Amber since 2013/14 so the risk for Green schools is small (15 have declined to Yellow). The risk of Yellow schools declining is greater with 15 that were Yellow in 2014 now Amber or Red. Set against this is the argument that the risks for all schools may increase over the next few years given the extent of national changes. It would also be important to ensure there is still enough time for statutory functions in all schools (although these may reduce with changes to categorisation).</p>
<p>2. Reduce the amount of time CAs are spending with Red and Amber schools by more strictly limiting their role to brokerage and evaluation. Options could include:</p> <ul style="list-style-type: none"> a) Reduce time spent with Amber and Red by 2 days b) Reduce time spent with Red schools by 2 days and with Amber schools by 4 days 	<p>This is more difficult to estimate as it depends on the precise package of support being provided to individual schools.</p> <ul style="list-style-type: none"> a) 88 days = saving of c. £35,200 b) 160 days = saving of c. £65,600 	<p>The additional support has arguably been critical to turning round these schools over the last few years, and schools that remain Red/Amber are likely to be some of the most challenging. Some Executive Heads argued to us that there has been too much support being put into Red and Amber schools that is not being well coordinated. Given the relatively small numbers of Red and Amber schools remaining in the region you would have to cut the support significantly to make big savings here.</p>
<p>3. Allocate Challenge Adviser time to a cluster of schools rather than on an individual basis and judge level of need at cluster level. Options could include:</p> <ul style="list-style-type: none"> a) Reduce av. time spent with each school by 1 day b) Reduce av. time spent with each school by 2 days 	<ul style="list-style-type: none"> a) 396 days = saving of c. £158,400 b) 792 days = saving of c. 316,800 	<p>Similar risks to those outlined above for less time with Green and Yellow schools although could be mitigated to some extent if clusters are doing a good job at spotting where risk may exist through peer enquiry. Not clear how achievable it would be to allocate all Challenge Advisers to clusters of schools – requires a minimum level of capacity which might mitigate against aim to increase serving headteachers playing the role.</p>

What are the potential options for any savings around Senior Challenge Advisers?

1. Increase consistency around functions and caseloads across LAs

- We understand that there are currently significant differences in the roles and functions which Senior Challenge Advisers are asked to play within Local Authorities and the deployment rates to schools.
- We would recommend developing a consistent and detailed specification for the Senior Challenge Adviser role which sets out a common set of agreed functions and roles across all LAs and which documents the amount of time they are expected to spend on these. It will then be possible to see whether there are potential efficiencies by greater standardisation in the role across LAs.
- There is also a question to address about whether Senior Challenge Advisers should be working with similar caseloads of schools or not. On the current model the allocation of Senior Challenge Advisers are weighted to ensure there is at least one Senior Challenge Adviser per Local Authority.
- If however the allocation of Challenge Advisers was based on a notional number of schools there would not necessarily be a need for one per Local Authority which might reduce the overall number. There might however be strong operational arguments for maintaining a dedicated Senior Challenge Adviser for each LA to provide dedicated oversight in each case.

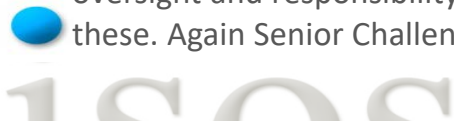
2. Increase % of time spent on CSC activity so more time can be funded by Grant

- Currently approximately 15% of Senior Challenge Adviser time is funded by grant funding with 85% coming from the core budget. If it was possible to increase the proportion of time funded by grant funding there would potentially be a significant saving to the core budget.
- There is also a strong operational argument in favour of Senior Challenge Advisers playing a stronger strategic role within the Consortium. This could help to connect them better to the wider work the Consortium is undertaking to deliver support for the new curriculum and the wider workforce and leadership reforms. As we noted in Section 3 of this report they currently feel quite disconnected from this work and that is limiting their ability to represent the Consortium on these issues to LAs and Schools. It also limits their ability to help Challenge Advisers to connect, broker and signpost schools to the wider support available. This will arguably become an even more critical part of their role in the coming years.
- Increasing the proportion of Senior Challenge Adviser time spent on wider strategic roles would undoubtedly require freeing them up from some of the current roles they are undertaking on behalf of Local Authorities so it would need to be considered as part of the work above to redefine their role specification. But the potential savings to core budget are significant – increasing the proportion of Senior Challenge time funded by Grant to 50% would save nearly £200,000 from the core budget.

Senior Management Structure

It is worth noting that under the current staffing structure only the posts of Managing Director (75%), Senior Lead Business and Operations (50%) and Senior Lead Standards and Improvement (100%) are funded by the core budget as well as the majority of Senior Challenge Advisers time (85%). All of the other Senior Leads and Strategic Lead posts are funded 100% by Grant funding. In looking at potential savings in the core funded posts below it is important to note the inter-dependency between core funded posts and grant funded posts e.g. if you can shift some of the core funded responsibilities and roles into grant funded posts you potentially realise savings from the core budget as well:

- **Key initial decision is the Managing Director role.** You have found it challenging to recruit to this post in the past. The ideal candidate would have the leadership skills to navigate between the sometimes competing demands from Welsh Government and Local Authorities, and have school leadership background and/or high credibility with Heads. However this is a pretty unique skill set. An alternative would be to split the role into separate posts that could be more suited to more specific individuals. For example, recruiting senior staff who are already credible system leaders to posts that would speak to the system might then allow the MD function to be focused on coordinating and oversight (and perhaps also lead on business and operations). Alternatively, you might opt for an MD role that was both a figurehead to the system and a lead for lots of the work with schools; this would then require a dedicated Senior Business Manager role within the structure to undertake the other parts of the role.
- **At the next level of the leadership structure we think it is vital to ensure you have the skills and credibility to drive forward work with schools and Local Authorities.** There have been a number of changes in senior leadership and current vacancies in the staffing structure which creates opportunities to re-think what model you want to move forward with. In part this depends on decisions you make in relation to the Senior Challenge Adviser role – if they could be freed up to take on greater strategic leadership responsibility you might reduce the need for so many senior leadership posts. One potential structure would be to have two senior management posts sitting under the Managing Director with one given responsibility for standards and improvement and line managing the Senior Challenge Advisers and the other playing a combined role around the new curriculum and all of the professional learning that goes with it. Other strategic leadership posts could then sit under this senior post.
- **At the next level down we think the most important step needed is to clarify roles and responsibilities and ensure accountability and line management is clear** to drive work forward. We are assuming that the Strategic Adviser roles around Teaching and Learning, Curriculum, ITE and Leadership and Welsh would need to be maintained at least in the short term given the extent of changes you are being asked to manage. We think there would be real benefit in each of the Senior Challenge Advisers being matched to one of these areas and sharing some of the ownership and responsibility for the implementation of these strands. Over time it might then be possible to reduce the need for as many strategic lead posts. We also think you need to clarify roles and accountability for driving forward the key elements of the delivery model – SIGs, Hubs, Clusters. Currently there feels like there has been insufficient oversight and responsibility for following through on progress in some of these areas and it should be clear where leadership responsibility sits for each of these. Again Senior Challenge Advisers should be more explicitly linked to each of these strands of activity in our view.



Conclusions – what core budget savings are possible over the next three years?

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Year	Core Budget	2% Annual Saving	5% Annual Saving	10% Annual Saving
2019-20	£3,710,853 (on basis of 5% saving from 18-19)	£74,217.06	£185,542	£371,085
2020-21	£3,525,311 (on basis of a 5% saving from 19/20)	£70,506.22	£176,265.55	£352,531.1
2021-22	£3,349,045.45 (on basis of a 5% saving from 20/21)	£66,980,909	£167,452,272	£334,904.55
2022-23	£3,181,593.18 (on basis of 5% saving from 21/22)			
Total saving over 3 years	£529,259.82 (on basis of 5% saving each year)	Confidential - for discussion at Joint Consortium Committee		

- The table sets out on an annual basis what the scenarios would be if the core budget is cut by 2, 5 or 10% each year
- The scenarios are modelled on the basis of a 5% cut each year but show what the choices would then look like annually for 2/5/10%
- The total savings over a three year period if you opted for a 5% cut each year needed would equal £529,259.82
- This would be very challenging and would require the significant savings to be delivered from the Challenge Adviser budget as set out on Slide 40
- From the options we set out on Slide 40 for example a combination of 1b and 2a would save just less than £250,000.
- If you were also able to move 50% of Senior Challenge Advisers time as discussed on Slide 41 to Grant Budget you would save another c. £200,000.
- Finally depending on decisions taken around Senior Management Structures there might be further savings of c£50-100,000 possible. This would need to be balanced against the need to ensure you have sufficient leadership capacity to refresh and renew the Consortium as described in the following slides

Section 5: What needs to change and how would you implement this change over the next 3-5 years?

Moving forward:

There has been uncertainty over the future direction of regional working for some time now and it has undoubtedly had an impact on the way the Consortium is able to operate, affecting staff morale and causing some of the recruitment and retention issues. There is an urgent need to provide clarity about the way forward whatever decisions are taken about the future approach. We think there are a number of interlinked steps to determining the way forward:

Step 1: Decide the right organisational structure to drive forward the development of the self-improving system.

A number of potential alternative options have been identified that could become the organisational structures for school improvement in the region. We have examined which of these we believe are most feasible, what they would look like in practice, and the potential advantages and disadvantages. Members, Chief Executives and Directors need to decide which option they want to pursue or whether they want to retain and renew the current Consortium. Whatever decision is taken there are then a number of issues that will need to be addressed around the future budget and strengthening delivery by re-engaging schools and improving the effectiveness of delivery which are covered by Steps 2 and 3 below.

Step 2: Determine the future funding for whatever organisational structures will exist for the next three years.

The annual uncertainty over the Consortium budget combined with the uncertainty over levels of grant funding from Welsh Government make forward planning difficult and have arguably led to wider uncertainty which is having an impact on the functioning of the Consortium. Whatever organisational structures you decide on, ideally you would decide now what budget that organisation will need and commit to funding for at least a three year period. This will require key decisions around the future role of Challenge Advisers and organisational capacity and staffing for whatever organisational arrangements you decide on.

Step 3: Strengthen the delivery arrangements in a number of areas. We have identified three priority areas to take forward immediately:

- Renew and refresh the vision and strategy for regional working and re-communicate this extensively to schools and other partners
- Implement the revised delivery model including the new role for clusters and strengthen further school-to-school working
- Review and revise the Governance arrangements and agree the different ways school leaders are engaged in these



Step 1: Examining potential alternative delivery arrangements

We have identified six potential alternatives to the current Consortium arrangements for delivering school improvement. In addition to these options there is of course a seventh option of continuing with the current Consortium model. We have described this option as 'Re-modelling the current Consortium arrangements' because we think there are a number of changes that would be needed to make this option viable in the long term:

1. Local Authorities take back all school improvement functions and end any form of regional arrangements
2. **Local Authorities take back some school improvement functions but retain a regional delivery function to support national priorities**
3. Identify a Lead Local Authority to take responsibility for delivery of all school improvement functions on behalf of others
4. **Formal mergers between Local Authority education services so joint LAs undertake all school improvement functions**
5. A more formalised shared services company model where LAs commission and hold it to account but don't oversee the governance
6. A merger with another regional school improvement service
7. **Re-modelling of the current Consortium model**

In discussion with Directors, **options 2 and 4** emerged as the most likely alternatives to the current regional arrangements and we were asked to work up what these options might look like in practice and the potential advantages/disadvantages and cost implications of each. We were also asked to work up the same analysis for **Option 7** to remodel the current Consortium model.



Examining alternative delivery options: Option 2 to separate out LA school improvement function/role from a regional function to support national priorities

What is the rationale for this option and what might it look like in practice?

The development of the National Mission and in particular the implementation of the new curriculum over the next 5-10 years are going to require an intensive focus and support to schools. This option would recognise the difference in the roles currently being undertaken by the Consortium to provide support and challenge to schools largely through the role of Challenge Advisers from the implementation of support to help deliver the national changes. It would mean that Challenge Advisers were employed and managed directly by Local Authorities (although Senior Challenge Advisers might continue to provide a link to any regional organisation). The regional organisation (which might become a regional arm of Welsh Government or regional presence for the new National College) would then have a focus on delivering the support to schools and teachers to implement the new curriculum. That could still be done through the structures of the Central South Wales Challenge which could continue to be overseen and driven forward by a regional group of system leaders.

What are the potential advantages to this option?

- Clearer separation of roles and responsibilities between LAs and Welsh Government – challenge and support for schools would belong to LAs and implementation of support for the National Mission to Welsh Government
- The regional delivery body could have a much clearer focus on supporting the National Mission and implementation of curriculum reforms and this could be driven more effectively by Welsh Government with less variation by region
- Local Authorities have stronger oversight and responsibility for the quality of Challenge Advisers and their support and challenge to schools. It might be easier to manage the deployment of Challenge Advisers at a local level to link to clusters.

What are the potential disadvantages?

- Unclear that such a separation of roles is in practice possible – the intelligence and brokerage function of the Challenge Adviser should be helping schools to understand the changes facing them and connecting/signposting them to support
- Would place a heavy burden still on Senior Challenge Advisers as they would have to join the dots and connect Challenge Advisers to the wider support and development. This might be made more difficult if in separate organisations.
- Schools are largely positive about Challenge Advisers working across the region and at least being connected to schools and practice in other Local Authorities. Might be more difficult if a Challenge Adviser is employed by single Local Authority
- More challenging for smaller LAs to recruit high quality Challenge Advisers

What would the potential cost/resourcing implications be?

- Unclear that it delivers any efficiencies or savings overall as the roles needed in the system remain the same – they are just split between different organisations.
- Argument might be made that it would be easier to achieve efficiencies around Challenge Adviser allocation and time if this was being managed more directly closer to the ground by Local Authorities.
- Might also make an argument that there could be greater efficiencies achieved if the regional body was acting more directly on behalf of Welsh Government with a standardised agenda and plan to follow.
- Greatest potential benefit to Local Authorities would be they were no longer paying for the overheads associated with the regional delivery body and this funding was coming instead from Welsh Government.

Examining alternative delivery options: Option 4 to move to joint Local Authority Education Services

What is the rationale for this option and what might it look like in practice?

There could be significant benefits in joining up school improvement work with other Local Authority functions around inclusion and ALN more effectively. Merging Local Authority Education functions could allow for significant economies of scale to be achieved and would also potentially provide a more manageable number of organisations for Welsh Government to engage with directly in pursuit of the national mission. This might then negate the need for any form of regional infrastructure although it is also potentially possible to see how this option could be combined with an option in which a regional delivery arm of Welsh Government continues to operate. Under this option Challenge Advisers would be directly employed by joint Local Education Services but could therefore operate across more than one Local Authority area. It could still be possible to organise some roles and functions across more than one Joint Education authority although it may prove simpler and easier to organise the bulk of professional learning and development through the new joint functions.

What are the potential advantages to this option?

- Closer working between school improvement service and other Local Authority services like inclusion, wellbeing and ALN is easier to achieve.
- Provides a manageable footprint for Welsh Government and others to engage schools in pursuit of the National Mission and curriculum change.

What are the potential disadvantages?

- School leaders may be less positive about this option if they have been supportive of the Consortium and seen it as the champion of the self-improving system.
- School leaders would need reassurance that opportunities for working across the region could be maintained under this model.
- There may be concerns from schools in smaller Local Authorities that this will be a take-over model from larger Local Authorities and that they will get less attention as a result. Consortium is seen by many schools as providing independent view of needs across all schools regardless of which Local Authority they come from

What would the potential cost/resourcing implications be?

- Potential savings at management level – potential to have a single joint Education Director across Local Authorities and reduced need for Senior Management structure at regional level potentially. Savings at levels below this are unclear – some LAs who have explored this option already thought there were few savings to be achieved.
- Likely to require other senior school improvement posts to be created at local level (although these exist or are being created in some LAs already) - a) to oversee and manage Challenge Advisers and b) to lead the interaction with national level support. Therefore potentially less efficiency to be gained particularly as may be some duplication in roles if these posts are needed in each of the new organisations.
- Challenge Advisers could be employed jointly across Local Authorities which should make their deployment easier to manage and potentially more efficient than in a single Local Authority model. Senior Challenge Advisers could work across more than one Local Authority which could potentially reduce the overall number needed.

Examining alternative delivery options: Option 7 to remodel the current Consortium

What is the rationale for this option and what might it look like in practice?

The logic and arguments for continuing with the Consortium remain similar in many ways to the reasons why it was originally set up. It provides a way of organising school improvement support across the region that allows schools to work with other schools from outside their Local Authority and to deploy support and challenge wherever it is needed most across the region at any one time. There is also a strong argument that at a time of extensive national change and uncertainty for schools making the current model work more effectively is likely to provide more stability and certainty for schools than moving to another structural solution which might be destabilising and create more uncertainty for schools in the short term at least. The evidence also shows that the Consortium, working with Local Authorities and schools, has contributed to significant improvement in outcomes over the last five years. The development of the Central South Wales Challenge and model of school to school working are strongly supported by schools. However as this review has shown significant change will be needed to rebuild the commitment of school leaders and Local Authorities to the work of the Consortium moving forward so this should not be seen as the 'no change' or easy option. Step 3 of this section of the report sets out some of the areas we believe you will need to focus on to remodel the Consortium to make it fit for purpose for the future.

What are the potential advantages to this option?

- It builds on what exists already including the continued commitment of many Headteachers to regional working and the work of the Consortium
- It continues to balance the needs of Local Authorities and schools across the region and means resources are deployed to the local areas with greatest need
- Continues to provide opportunities for schools to work with other schools across the region which many have found beneficial and want to maintain
- Provides a delivery vehicle for Welsh Government to engage with schools in pursuit of the National Mission and curriculum change.

What are the potential disadvantages?

- Will require a lot of hard work and effort to reinvigorate the Consortium and Heads around a clear sense of purpose and shared vision of where you want to go next
- Will continue to have to work with the tension between an LA commissioned SI service and a regional model supporting Welsh Government priorities – this is likely to continue to be challenging
- Finding the right leadership capacity to renew the Consortium and build the confidence of Heads and schools will be challenging

What would the potential cost/resourcing implications be?

- See Slides 40-43 for more detail on options here
- Difficult to see how further savings can be achieved to core budget without significant changes to Challenge Adviser model



What is our view on the feasibility and desirability of different options?

- The most important point we would want to make is that a decision needs to be taken quickly by Members, Chief Executives and Directors so that you end the uncertainty that exists. Everyone involved then needs to commit to the decision and support the implementation of it. What Headteachers and schools in particular need now is certainty and they need to know who they are going to be working with during this period of extensive national change.
- Having said this, we felt we should give you our views about the potential feasibility and desirability of the different options which we set out below:
 - **In relation to Option 2**, whilst we can see the **attractiveness to separating out local challenge and support from the wider support** being provided around national change, in practice **this feels as difficult to us to achieve under separate organisations as it does now within the Consortium**. **Challenge Advisers would still need to connect up to the national work** to ensure their knowledge and understanding of the national support on offer was well informed and used to signpost to schools. **This would arguably be more difficult to achieve if they worked for separate organisations**. It would also be more difficult for smaller Local Authorities to manage. It is also the option which feels the most difficult to achieve given it would require agreement with Welsh Government and it is unclear to us what benefits Welsh Government would see in separating out these roles.
 - **In contrast, Option 4 seems to us more directly achievable**. If Local Authorities came forward with serious proposals to merge their education services that demonstrated economies of scale were possible **there could be a lot of potential support for this option from both schools and Welsh Government**. This option **would require some hard choices about shared functions across LAs** including at senior leadership level. There would also need to be a lot of work **to give reassurances to Heads and schools in smaller LAs that this wasn't just a 'take-over' from larger LAs** and they wouldn't be forgotten about in any new organisational arrangements. The other key risk is losing the benefits schools have seen in working with schools from right across the region; however this could be mitigated particularly if the Central South Wales Challenge and key elements were maintained for a period of time across all LAs. **If these obstacles could be overcome we think this option has the potential to provide a simpler and more efficient system** although more detailed modelling would be needed at Local Authority level to determine the level and scale of any potential efficiencies. The other caution we would have about this option is how quickly it could be achieved in reality.
 - **In our view, Option 7 to remodel the consortium is the one that builds most logically on where you are now and is most attractive in providing certainty and stability to schools during a period of significant national change**. However we do not see this as an easy option. It will require a **significant commitment and investment of time and effort to rebuild the commitment from schools and Local Authorities** to the Consortium. We set out in the final section of this report the areas we would recommend you focus on next if the decision is taken to re-commit to the Consortium. **We would argue these steps are necessary in the short term anyway even if a different decision is taken about the way forward longer term**.



Step 2: Determine the funding needed for the next three years

Whatever organisational model is decided, the two areas of greatest cost within the core budget are likely to remain the Challenge Adviser budget and the Senior Management/Other Employee costs that we identified earlier in the funding section. We have therefore focused on these two areas to look at what potential opportunities there might be for efficiencies and savings.

In relation to [Challenge Advisers](#) we have identified a series of options for ways in which you might think about reducing the overall number of days required from Challenge Advisers and Senior Challenge Advisers. For the latter we have also looked at ways in which the role and function could be shifted to enable more of it to be funded by Grant funding.

There is also an important decision to be made about whether individual Local Authorities could make different decisions about the Challenge Adviser role e.g. could some opt for a more intensive challenge and support role, whilst others might opt for a lighter touch model. There is nothing in principle to stop this model from working but it might be more challenging for the Consortium to manage Challenge Advisers playing such different roles.

On [Senior Management and other staffing costs](#) we have only looked in detail at the potential future organisational structure for the current Consortium. If the decision is taken to pursue one of the other organisational options more detailed work would be needed to develop alternative organisational structures to compare and contrast.

You will need to make decisions now on the indicative three year budget projections (see Slide 43 for an example of what a 5% annual reduction would look like) and what savings you believe are achievable. You can then ask the Consortium to plan against this indicative budget and make more detailed proposals for how they would deliver these savings.



Step 3: Strengthen delivery in a number of critical areas

We have identified a number of areas where we believe you need to take action to address the current challenges we identified facing the Consortium:

A. Re-launch the regional strategy and ways of working

- Re-launch and re-invigorate the regional commitment to a self-improving system
- Clarify roles and responsibilities and be clear about who does what in the overall system
- Ensure communications channels are clear to all and seek regular feedback
- Strengthen relationships between Consortium and Local Authorities and Welsh Government

B. Implement the revised delivery model

- Ensure all are clear about the revised delivery model for CSWC including role of clusters
- Improve the quality and consistency of implementation of current strands like SIGs and Hubs
- Give careful time and attention to ensure the successful implementation of new role for clusters
- Re-design the Challenge Adviser model

C. Strengthen governance

- Consider the benefits of bringing different groups together into one overarching decision making board
- Develop the role and relationships within JCC to become more of a problem solving forum
- Strengthen the connection between clusters, local heads groups and the consortium to enable Headteachers to communicate with their peers about the work of the Consortium and refreshed regional vision
- Explain the role of Delegate Heads clearly and be transparent about who they are and how they are selected



A. Re-launch and re-invigorate the regional commitment to a self-improving system

- **Re-launch and refresh the regional way of working and strategy over the summer term.** Use the opportunity of this review and publication of the new business plan to set out a renewed commitment to regional working and the changes you plan to make as a result. Consider holding specific events/conferences or use existing mechanisms to set out the vision for the next three years including the areas where there remains uncertainty about what the future will look like. Use all stakeholders – Directors, Chief Executives, Members, Delegate Heads and CSC staff - to get out and communicate the message clearly about the need to get ‘back on track’ and be clear about the commitment to schools to do that. Develop and agree a core script for the key messages you want all heads and schools to hear during this period about the future direction.
- **Clarify roles and responsibilities and explain clearly who does what.** Many heads said to us they were unclear now about who does what in the system and who they should contact about specific areas. In part this is the result of recent changes in personnel but it is also probably due to confusion amongst Local Authorities and CSC staff themselves. We think there would be real benefit therefore in setting out again clearly the respective roles of the Consortium, Local Authorities and schools and showing how this works together as a single self-improving system. There are also some clear practical steps that would help here such as publishing an updated staff structure for the Consortium including contact details for key staff. It might even be possible to include key contact details for Local Authority staff as part of the same system so that schools have all of their key contacts in one place.
- **Ensure communication channels are clear to all and seek regular feedback.** This will need to link to the restatement of the roles and responsibilities described above as well as the development of the revised governance proposals set out on . But the priority should be ensuring all heads and schools are clear about the channels they can use to get information from the Consortium and also to feed it back. This includes their Challenge Adviser and Senior Challenge Advisers; their local cluster; and their network or group of local heads and their local Delegate Head or equivalent (depending on what is decided). There should be a big push on using these channels to get a consistent set of messages out to the system – these could be agreed at the weekly or monthly SLT meeting. And they should also then be used as a regular source of information and intelligence to feed back into the Consortium.
- **Strengthen relationships between Consortium and Local Authorities** and find ways to connect Local Authorities to conversations with Welsh Government. Develop ways for Consortium staff to engage on a more regular basis with Local Authority personnel and ensure communications are open and transparent – for example consider hosting Consortium senior management meetings in different Local Authorities on a rolling basis and add on time for meetings with other Local Authority staff, ensure Challenge Advisers contact details are easily available to Local Authorities to make regular connection easier. Find opportunities to increase the visibility/transparency of conversations between the Consortium and Welsh Government including communicating to LAs and schools grant conditions and timescales e.g. a termly meeting between the Consortium and WG in which either all Directors are present or Lead Director and Chief Exec represent LAs.

B. Implement the revised delivery model

- **You have set out the future delivery model for the Central South Wales Challenge and implementation of the new curriculum** and other national reforms. This envisages continuity in a number of cross-regional elements of the model such as SIGs and Hubs with clusters playing a more prominent role in the delivery of the new curriculum and other reforms like ALN. We think this is a sensible way forward but the key challenge will be about quality and consistency of implementation.
- **In relation to the existing strands of work within the Challenge the key next step is about improving the consistency and quality of delivery** across each of these. For example by looking at what the most successful SIG groups and Hubs have been doing and learning from this to push and develop others to match them. We understand there are already plans to develop stronger quality assurance mechanisms around Hubs and SIGs but the challenge will then be in following through on this and ensuring they are held to account for the quality of their implementation. You will also need to be clear about what levers you have if implementation is off track and how to intervene quickly to get it back on track.
- **Clusters will also need specific time and attention to get consistency of implementation right.** In many cases clusters are already established and are working well but there is likely to be significant variation across each local area in how well they are working now. The role of cluster convenor or cluster lead will be likely to become an increasingly important one in the system given the enhanced responsibilities they are being given. You will need to think about what support these convenors need in a similar way to the support that SIGs convenors have required and it may be that Challenge Advisers need to play a stronger role in overseeing and ensuring clusters are fulfilling their new role in the system. You will also need to be clear about the levers available to you if a cluster is not working and how to broker any additional support or interventions in these cases.
- **The other piece of the delivery model where further work is needed is the design of the future Challenge Adviser role.** You will need to decide what expectations you want to set around the Challenge Adviser role and time they should be spending with different types of schools as well as considering how the role might need to change to take account of new models of Peer Review and national accountability arrangements including Estyn. Our view is that there is scope to reduce the amount of time they are spending in at least green and yellow schools and there may be opportunities to do more on a cluster basis moving forward. We also think there would be benefit in reviewing the role description for Senior Challenge Advisers and ensuring there is a greater degree of consistency in their role in each Local Authority. This could help to free up time for Senior Challenge Advisers to be more connected to strategic work within the Consortium which we see as vital to strengthening their ability to help Local Authorities and schools to connect to the wider professional development and leadership support the Consortium delivers.



C. Strengthen governance

- **Consider the benefits of bringing different groups together into one overarching decision making board.** There are currently a number of separate and distinct groups offering advice and making decisions across the Consortium. It may be necessary to maintain these different groups for a period of time whilst you re-establish momentum but we think there would be benefits in the longer term in bringing these groups together into one single overarching decision making body which would have representatives from each of the groups. In our experience the numbers would need to be kept small (8-12) to make this group effective so you would be unable to have all of the current parties represented in the same way. For example you could nominate 2 Directors, 2 CSC staff, 2 Delegate Heads, 2 Other Heads. You might also want to consider the benefits of having an independent chair for this group.
- **Review the role being played by Joint Consortium Committee and strengthen its function as a forum to share and problem solve together.** Whilst recognising the role that the JCC has to play in scrutinising and signing off on key Consortium decisions and documentation there is the potential for it to play a greater role in sharing approaches between Local Authorities and problem solving issues together. This would help to demonstrate clearly to elected Members the value of regional working. There may also be a need to do more informally with Members to build relationships and deepen their understanding of the way the Consortium currently works so they can provide more informed challenge and support through JCC.
- **Strengthen the connection between clusters, local heads groups and the Consortium.** The local groups of heads that meet together to pull together the views of different heads seem to be providing a relatively effective mechanism at connecting to clusters and bringing in Local Authorities and Senior Challenge Advisers. But it is unclear where that intelligence then goes or how messages from the Consortium are fed down. There does also not appear to be any forum in which these heads are brought together to discuss issues and solutions across Local Authorities. This feels like a missed opportunity as these individuals are influential system leaders and could be advocating on behalf of the region and helping to drive forward implementation if they were well connected in. There seem to us to be two options here i) they could be added to the Delegate Heads Group ii) there could be another representative group of heads that meet less frequently (termly perhaps) and asked to feedback their collective views from heads meetings.
- **Explain the role of Delegate Heads clearly and be transparent about who they are and how they are selected.** We can see the value of having a passionate and committed group of system leaders working to drive forward the self-improving system. At its best a number of heads talked about previous incarnations of this group – the Strategy Group – being a powerful and exciting forum to engage in. Part of the challenge we have heard in relation to Delegate Heads is confusion about who they are and how they were selected and a perception that they may be making decisions that benefit their schools. This needs to be taken on by being transparent about the role of the group and who is on it. The plan for Delegate Heads to attend local heads meeting and explain their role next term seems a sensible one to us. It will also be important for Delegate Heads to continue offering opportunities for other heads to connect with them and raise issues. There may also be benefit in more formally connecting the Delegate Heads with the heads leading the local groups of heads to ensure they are sharing information and intelligence regularly and see their respective roles working in tandem with each other.

Tudalen way

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

20th FEBRUARY 2020

COUNCIL FEES AND CHARGES POLICY

2020/21

REPORT OF THE DIRECTOR OF FINANCE AND DIGITAL SERVICES

Author: Barrie Davies (01443) 424026

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to set out:

- Proposed revisions to Council fees and charges levels for the financial year 2020/21 (all to be effective from 1st April 2020 or as soon as is practicable thereafter / unless otherwise stated); and
- Details of fees and charges decisions already approved that can now be included within the 2020/21 proposed Budget Strategy.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Consider and, if appropriate, approve the proposed revised levels for all areas of the Council's fees and charges as set out at section 5 and detailed at Appendix 1.
- 2.2 Subject to fees and charges proposals being agreed, build the net budgetary impact (£2k for 2020/21) into the budget strategy proposals for consideration by Cabinet and Council as appropriate (paragraph 5.4).
- 2.3 Note the fees and charges decisions already approved and included in the 2020/21 proposed Budget Strategy (paragraph 5.5 / Table 2).

3. REASON FOR RECOMMENDATIONS

- 3.1 To agree the Council's fees and charges for 2020/21, required as part of the annual budget setting process.

4. **BACKGROUND**

- 4.1 The Council provides a wide range of services across the County Borough and the ability to apply a charge is an increasingly important funding source, particularly in the context of an on-going challenging public sector financial climate, to support the cost of maintaining service provision.
- 4.2 As part of the Council's Medium Term Financial Planning arrangements, fees and charges are reviewed regularly and, as part of this process, account is taken of funding levels received through the Local Government Settlement, the implications of decisions already approved, Corporate Plan priority areas and the level of inflation (i.e. the Consumer Prices Index rate of 1.5%).
- 4.3 Where appropriate, agreement of the proposed revisions is now required in order to put in place the necessary steps for their implementation from 1st April 2020 (or as soon as is practicable thereafter / unless otherwise stated).

5. **REVIEW**

- 5.1 Cabinet have reviewed fees and charges levels having regard to the information set out in Section 4 and with the objective to continue to provide a comprehensive range of quality services at affordable prices.
- 5.2 The outcome of Cabinet's review is a proposed 1.50%¹ standard increase to fees and charges (allowing for rounding adjustments as appropriate) with the exception of a number of areas that are proposed to be subject to specific treatment. A summary of these exceptions are set out in Table 1 below.

Table 1 – Summary of proposed fees and charges not subject to the proposed standard increase

Area of charge	Proposed increase for 2020/21
Leisure for Life	Nil increase
Car Park Charges	Nil increase
Summer and Winter Playing Fees (Sports Clubs)	Nil increase
School Meals (Primary and Secondary Schools)	£0.05 per meal (and then no increase for 2 years i.e. 2021/22 and 2022/23)
Meals on Wheels and Day Centre Meals	£0.10 per meal
Pontypridd Lido (entry for adult users)	£0.50 per Adult Swim
Rhondda Heritage Park	Proposed revisions as per paragraph 5.3.4

¹ Proposed 1.5% standard increase – the Council's 2020/21 budget modelling already incorporates a proposed 1.5% increase to all fees and charges.

- 5.3 Further information on the proposals included in Table 1, where appropriate, are set out below.

School Meals (Primary and Secondary Schools)

- 5.3.1 The proposal for 2020/21 is an increase of £0.05p per meal and then no increase for the following 2 financial years (i.e. 2021/22 and 2022/23). The 2020/21 primary school meal price would be £2.55 and the 2020/21 free school meal value of a secondary school meal would be £2.80. In terms of comparing across Wales, based on the latest information available, prices will range between £2.00 and £2.60 for primary schools and £2.15 and £3.05 for secondary schools.

'Meals on Wheels' and 'Day Centre Meals'

- 5.3.2 The current meal price for both meals on wheels and day centre meals is £3.85 and the proposal is for the price of both to be increased to £3.95. In terms of comparing across Wales, based on the latest information available, prices range between £3.30 and £5.40.

Pontypridd Lido (entry for adult users)

- 5.3.3 It is proposed to increase the current charge for adult users from £2 to £2.50 per swim (use for those aged 'under 16' remains free). The Lido continues to be successful in terms of user numbers, promoting healthy activity and delivering wider economic benefits to the area, and the proposed charge would remain competitive compared to other tourist attractions.

Rhondda Heritage Park

- 5.3.4 It is proposed to increase the individual adult entry fee and family ticket for the Welsh Mining Experience (underground tour) by £1.00 (to £7.95 and £20 respectively) and to standardise the non-school entry fee for both adults and children for Santa's Toy Mine to £10. A comparison of attractions in neighbouring areas has confirmed the proposals would continue to position the Rhondda Heritage Park as one of the lowest priced attractions.

- 5.4 The impact of the proposals set out in Table 1 would reduce income by £2k in a full year (as compared to all fees and charges being increased by 1.5%).

- 5.5 In addition, a number of fees and charges decisions have previously been approved and accordingly have already been incorporated into the Council's 2020/21 proposed Budget Strategy. These are summarised in Table 2.

Table 2 – Summary of decisions already approved

Area of charge	Decision approved
Adult Social Care Charges (non-residential care services)	<ul style="list-style-type: none"> • Increase from £80 to £90 per week in line with the revised limit determined by Welsh Government with further increases to be made in line with Welsh Government limits (Cabinet 18th July 2017)
Fixed Penalty Notice (for environmental crimes)	<ul style="list-style-type: none"> • Set at £100 with effect from 1st April 2018 (Cabinet 25th January 2018)
Houses in Multiple Occupation - Licenses	<ul style="list-style-type: none"> • License fees set for the period 2019/2020 to 2023/2024 (Cabinet 14th February 2019)
Bereavement fees and charges for war veterans and service men and women	<ul style="list-style-type: none"> • 25% reduction to all Council bereavement fees incurred by families of deceased war veterans and service men and women resident in Rhondda Cynon Taf (Delegated Decision 8th May 2019)
Adult Learning Course Fees	<ul style="list-style-type: none"> • Hourly rate increased from £2.50 to £2.90 for the period 1st January 2020 to 31st March 2021 (and thereafter, subject to annual review). (Delegated Decision 22nd October 2019)
Leisure Centres and Swimming Pool	<ul style="list-style-type: none"> • Leisure for Life membership prices frozen until January 2023; and • Leisure non-membership prices (e.g. pay and play) increased by 1.5% effective from 1st January 2020. (Delegated Decision 20th December 2019)

5.6 As Cabinet will be aware, at its meeting on [21st November 2019](#) a 12 month pilot was approved to apply a reduced cremation fee for funeral directors offering a direct cremation² in Rhondda Cynon Taf. As this is currently a pilot, no budgetary impact on fees and charges is being proposed for 2020/2021.

² Direct Cremation - A “direct”, “simplicity” cremation or “cremation without ceremony” is where a funeral director arranges a service with no mourners and brings the deceased directly to the crematorium with no religious service or attendees. The fees and charges to the family of the deceased are significantly reduced making the service more affordable, particularly for those on low incomes.

- 5.7 For completeness, a full list of all fees and charges across all Council services can be accessed [here](#), now including the proposed level of charges for 2020/21.

6. EQUALITY AND DIVERSITY IMPLICATIONS

- 6.1 An Equality Impact Assessment screening form has been prepared for the purpose of this report. It has been found that a full report is not required at this time.

7. CONSULTATION

- 7.1 A comprehensive budget consultation exercise has been undertaken in relation to the 2020/21 budget requirements.

- 7.2 The proposals included in this report do not require any specific additional consultation exercises to be undertaken.

8. FINANCIAL IMPLICATIONS

- 8.1 As outlined in section 5 of the report, the proposed revisions to fees and charges levels for 2020/21 would reduce income by £2k in a full year if Cabinet decide to take forward the proposed recommendations (as compared to all fees and charges being increased by 1.5%).

9. LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

- 9.1 There are no legal implications as a result of the recommendations set out in the report.

10. LINKS TO CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

- 10.1 Fees and charges income is a critical component of the funding arrangements for many services. At a local level, the proposals intend to ensure the continued provision of a comprehensive range of quality services at affordable prices for users to support the Council's work in: delivering its Corporate Plan priorities; improving the provision of essential services; and at the same time 'living within its means'.

- 10.2 The proposals also complement the requirements of the Well Being of Future Generations Act in helping to provide Services with adequate resources to continue their work in shaping provision fit for the future and, in doing so, enable positive contributions to be made toward meeting the seven national wellbeing goals.

11. CONCLUSION

- 11.1 This report sets out proposals for the level of Council fees and charges for the forthcoming year, and, if approved, will be incorporated within the recommended 2020/21 Revenue Budget Strategy to Council on 4th March 2020.

Other Information

Relevant Scrutiny Committee – Finance & Performance Scrutiny Committee

PROPOSED FEES AND CHARGES FOR 2020/21

Group	Service Area	Type Of Income	2020/21 Proposed Increase / Price
Chief Executive	Porth Plaza	Hire Of Premises	1.50%
	Land Charges	Land Charges (excluding those set nationally)	1.50%
Community and Children's Services	Environmental Health (Pollution) and Licensing (where applicable)	Licences	1.50%
		Houses in Multiple Occupation – Licenses	0%
	Food Standards	Course Fees General	1.50%
	Bereavement Services ³	Cremation Fees	1.50%
		Burial Fees	1.50%
		All supplementary fees & charges	1.50%
	Registrar	Booking Fees	1.50%
		Attendances	1.50%
	Community Safety CCTV	Other Fees Receivable	1.50%
	Leisure Centres and Swimming Pools	Pay & Play Fees (from 1 st January 2020)	1.50%
		Membership Fees (frozen until January 2023)	0%
	Rhondda Heritage Park	Admission Fees - Schools	0%
		Welsh Mining Experience (underground tour)	0%
		Other (including Santa's Grotto)	0%
		Admission Fees - External Underground Experience	£1.00 increase for single adult entry and family ticket
		Santa's Grotto	£10 standard fee for adults and children
		Other (including souvenirs)	1.5%
	Lido – Pontypridd	Miscellaneous Sales / Souvenirs	1.5%
		Leisure Sales Income	£0.50 (£2.50 per adult swim)
	Park & Dare & Coliseum Theatres	Bars & Catering	1.50%
		Room/Venue Hire	1.50%
		Ticket Sales	Internally set based on act / performance
		Cinema (entrance fee)	1.50%
Community Centres	Rental Income	1.50%	
	Leisure Sales Income	1.50%	
Parks & Recreation Grounds	Rental / Hire Income	1.50%	
	Income From Outside Bodies	1.50%	

³ Bereavement Fees – 25% reduction for war veterans and service men and women

Group	Service Area	Type Of Income	2020/21 Proposed Increase / Price
		Summer Fees (Sports Clubs)	0%
		Winter Fees (Sports Clubs)	0%
		Leisure Sales Income	1.50%
	Dare Valley Country Park	Hire Charges	1.50%
		Rental Income	1.50%
	Day Services	Catering Income	1.50%
		Meals Sales	£0.10 per meal
		Hire Of Premises	1.50%
		Produce Sales	1.50%
	In-House Residential Services	Board And Lodge Income	1.50%
		Meals Sales	1.50%
	Domiciliary Care (Adults)	Non Residential Care Charges	N/A
	Nurseries	Day Nursery Fee Income	1.50%
	Telecare	Lifeline Income	1.50%
	Pest Control	Pest Control Service Charges	1.50%
	Libraries	Library Fines	1.50%
		Hire Charges	1.50%
		Photocopy & Printing Charges	1.50%
		All Other Sales	1.50%
	Adult Education	General Course Fees	£2.50 to £2.90 per hour (from 1 st January 2020)
Hire Charges		1.50%	
Prosperity, Development and Frontline Services	Street Cleansing Operations	Contract Income	1.50%
		Fixed Penalty Notice (environmental crimes)	N/A
	Allotments	Rental Income	1.50%
	Parks Services	Rental Income	1.50%
		Income From Outside Bodies	1.50%
	Commercial Waste	Trade Refuse Charges (Residual)	1.50%
		Trade Refuse Charges (Recycling)	1.50%
	Waste Collection	Bulky Waste Collection Income	1.50%
		Replacement Bin Charges	1.50%
	Parking Services	Season Ticket Parking Fees	0%
		Parking Fees	0%
		Residential Parking Permits	0%
	New Roads and Street Works Act (NRSWA)	Licences	1.50%
	Home To School	Sale of Surplus Seats	1.50%
Traffic Management	Fees	1.50%	

Group	Service Area	Type Of Income	2020/21 Proposed Increase / Price
Education and Inclusion Services	School Meals Income	School Meals Sales	£0.05 per meal
	Catering Training	Miscellaneous Contributions	1.50%
	Meals on Wheels	Clients Meals Sales	£0.10 per meal
	Peripatetic Music Service	Course Fees General	1.50%
		Performances - Ticket Income	1.50%
		Equipment Hire	1.50%

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RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

20TH FEBRUARY 2020

THE COUNCIL'S 2020/21 REVENUE BUDGET

**REPORT OF THE DIRECTOR OF FINANCE AND DIGITAL SERVICES IN
DISCUSSION WITH THE LEADER OF THE COUNCIL, CLLR A MORGAN**

AUTHOR: Barrie Davies (01443 424026)

1.0 PURPOSE OF THE REPORT

- 1.1 At its meeting on the 23rd January 2020, the Cabinet agreed draft budget proposals for the 2020/21 revenue budget strategy.
- 1.2 These proposals have now been consulted upon as part of a second phase of budget consultation and the results are now available for Cabinet to consider and amend as necessary the draft budget strategy which they would wish to recommend to Council.

2.0 RECOMMENDATIONS

It is recommended that the Cabinet:

- 2.1 Review and, if appropriate, amend their Budget Strategy which they wish to recommend to Council on the 4th March 2020; and
- 2.2 Authorise the Director of Finance and Digital Services to amend the level of contribution from the Medium Term Financial Planning and Service Transformation Reserve as a consequence of any change to the Council's resource levels announced in the Final Local Government Settlement.

3.0 BACKGROUND

- 3.1 On the 23rd January 2020, Cabinet agreed draft proposals for the revenue budget strategy for financial year 2020/21.
- 3.2 These proposals have been subject to a second phase of consultation which ran from the 24th January to the 7th February 2020. The results of this consultation exercise are now available for Cabinet.

- 3.3 The draft proposals have been incorporated into a draft budget strategy report to Council and this is attached at Appendix A. The results of the Phase 2 consultation process is also attached to that report.
- 3.4 It is now for Cabinet to consider the feedback received from Phase 2 and determine whether they would wish to amend the draft budget strategy.

4.0 THE FINAL LOCAL GOVERNMENT SETTLEMENT FOR 2020/21

- 4.1 The timing of the Local Government Settlement for 2020/21 has been extremely uncertain throughout the Autumn 2019 period, with the provisional settlement being announced on the 16th December 2019.
- 4.2 The Final Local Government Settlement for 2020/21 is expected to be received on the 25th February 2020.
- 4.3 The Minister for Housing and Local Government has indicated that there are no intentions to make any significant changes to the methodology or the data underpinning the Provisional Settlement for the purposes of the Final Settlement. Whilst this provides some comfort of there being no significant changes between Provisional and Final Settlements, the risk of change clearly remains.
- 4.4 In order to ensure that Cabinet are able to recommend a balanced budget to Council on the 4th March 2020, and given the timing of the Final Settlement (25th February 2020), it will be necessary to authorise the Director of Finance and Digital Services to amend the budget to deal with any change between Provisional and Final Settlement. It is proposed that any change is dealt with by means of amending the contribution from our Medium Term Financial Planning and Service Transformation Reserve. This reserve has a remaining balance of £3.563M and is set against the context that a 1% change in the level of our settlement would amount to £3.721M.

5.0 EQUALITY & DIVERSITY IMPLICATIONS

- 5.1 In developing the draft 2020/2021 Revenue Budget Strategy, an Equality Impact Assessment 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 recommendations in terms of equality and discrimination.

6.0 CONSULTATION

6.1 The proposed approach to budget consultation for 2020/21 was set out in the Cabinet report dated 17th October 2019 and in the delegated decision of the Service Director for Democratic Services and Communication dated 14th November 2019. It comprised 2 phases as follows :

Phase 1 - provided residents and stakeholders with the opportunity to feedback their views on some of the key strategic building blocks used to construct the Council's budget.

Phase 2 - once Cabinet agreed the draft budget strategy, and in light of the provisional local government settlement, then this draft strategy was consulted upon as part of Phase 2.

7.0 FINANCIAL IMPLICATIONS

7.1 The financial modelling assumptions and implications are set out in Appendix A of this report.

8.0 LEGAL IMPLICATIONS or LEGISLATION CONSIDERED

8.1 The Council has a legal duty under the Local Government Finance Act 1992 to set a balanced budget and also a legal duty under the Local Government Act 2000 for it to be reported to and approved by Full Council. The construction of the draft 2020/21 Revenue Budget Strategy in line with the "Budget and Policy Framework", as set out in the Council's Constitution, will support compliance with the above legal requirements.

9.0 LINKS TO CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

9.1 The draft budget strategy will be a key enabler for the delivery of the Council's Corporate Plan and in doing so will support wider partnership objectives and the Well-Being of Future Generations Act.

10.0 CONCLUSION

10.1 The feedback from the second phase of budget consultation is now available for Cabinet to review and, if appropriate, amend their draft budget strategy proposals which they wish to recommend to Council on the 4th March 2020.

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APPENDIX A

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2019-2020

**COMMITTEE:
COUNCIL**

4th March 2020

REPORT OF:

THE CABINET

AUTHOR: Barrie Davies, Director of Finance and Digital Services Tel. No. 01443 424026

PART 1	AGENDA ITEM NO.
THE COUNCIL'S 2020/21 REVENUE BUDGET STRATEGY	

1.0 PURPOSE OF THE REPORT

1.1 This report provides information on the provisional local government settlement for 2020/21 and sets out the recommendations of the Cabinet with regard to the Council's Revenue Budget and the level of Council Tax for the year ending 31st March 2021.

2.0 RECOMMENDATIONS

It is recommended that Members:

- 2.1 Note the written statement from the Minister for Housing and Local Government (Julie James AM) and the table on the 2020/21 Provisional local government settlement, reproduced at Appendix 1;
- 2.2 Note the implications for the Council and the remaining budget gap as set out at Table 1;
- 2.3 Agree a Council Tax increase for 2020/21 of 2.85%;
- 2.4 Agree the uplift to the aggregate Schools Budget as detailed at section 8;
- 2.5 Agree the budget strategy proposals as set out at paragraphs 9.3(a) to 9.3(i);
- 2.6 Agree the use of the 'Medium Term Financial Planning & Service Transformation Reserve' as transition funding, totalling £0.800M for 2020/21;

- 2.7 Approve Tables 3 and 4 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; and
- 2.8 Agree the Council's overall budget for 2020/21 at £508.747M, in order to pass the necessary statutory resolutions to set the Council Tax for the forthcoming financial year by the statutory deadline of the 11th March 2020.

3.0 BACKGROUND

- 3.1 At the Council meeting on the 31st July 2019, the Council's audited accounts were presented which reported General Fund Balances amounting to £10.498M.
- 3.2 Given the continuing financial pressures the Council is working under, it remains the view of the Director of Finance and Digital Services (Section 151 Officer) that the Council should hold a minimum of £10M as General Fund Balances, (i.e. its working balance). This level is set given the context of the need for continued strong financial management that is felt to be essential to ensure that the Council maintains financial flexibility and stability going forward.
- 3.3 Members will be aware that in addition to General Fund Reserves, the Council also holds a number of earmarked reserves that are kept under continuous review and are assessed each year by the Wales Audit Office. Included in these reserves is a Medium Term Financial Planning and Service Transformation Reserve that has successfully supported transitional funding as part of the Council's Medium Term Service Planning arrangements. It has achieved this through helping to smooth the delivery of budget savings over a number of years, whilst still allowing an annual balanced budget to be delivered. The starting point for the Medium Term Financial Planning and Service Transformation Reserve as at the 31st March 2019 was £3.303M. As part of our ongoing strategy, we have continued to identify and deliver savings in-year which means we have been able to increase the level of transitional funding available and the latest position is that this reserve has now increased to £4.363M (additional in year savings to date of £0.606M plus the reinstatement of resources (£0.454M) following confirmation of government funding in respect of the firefighters pension cost increases by South Wales Fire and Rescue Authority).
- 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 following a period of such severe financial pressures.

- 3.5 The Wales Audit Office assessment is an accurate one and it is clear that Members continue to take their fiduciary duty extremely seriously as evidenced by the positive reports received from the regulators and the track record of budgetary control across services. The challenge, therefore, is to construct a prudent, equitable and fair revenue budget for the financial year ending the 31st March 2021. This must involve an approach which publicly demonstrates sound financial stewardship; which does not take unnecessary risks; which maximises income generation; continues to deliver year on year efficiency savings and which delivers the services that are needed and we can afford, as well as protecting as many jobs as possible.
- 3.6 In the context of this overall financial position, the Cabinet, assisted by the Senior Leadership Team was able to commence initial work on its budget strategy for 2020/21. The broad objectives of next year's proposed strategy are to:
- (i) Support the delivery of our key strategic priorities -
 - People – Are independent, healthy and successful
 - Places – Where people are proud to live, work and play
 - Prosperity – Creating the opportunity for people and businesses to: be innovative; be entrepreneurial; and fulfil their potential and prosper
 - (ii) Retain the support of the Wales Audit Office for the approach the Council has adopted to securing strong financial management;
 - (iii) Continue with the delivery of our key services and protect as many local jobs as possible; and
 - (iv) Take a responsible approach to the level of Council Tax.

4.0 THE 2020/21 LOCAL GOVERNMENT SETTLEMENT

- 4.1 On the 16th December 2019, the Minister for Housing and Local Government (Julie James AM) announced the Provisional 2020/21 Local Government Settlement. The Minister's statement and key data table is attached at Appendix 1.
- 4.2 The "headlines" of the Provisional Settlement are as follows:-
- a. The overall increase in Revenue Support Grant (RSG) and Non-Domestic Rates (NDR) funding (unhypothecated funding) for 2020/21 at an all Wales level is +4.3% (+£184M).
 - b. The settlement for Rhondda Cynon Taf, amounts to an increase of **4.5%** which is above the average of 4.3%. Settlement figures across Wales range from 3.0% to 5.4%.
 - c. No 'floor' protection has been included for 2020/21.

- d. The Settlement figures for 2020/21 include transfers into the settlement in respect of NHS Funded Nursing Care (£1.9M), the Teachers Pay Grant (£12.0M) and the Teachers Pensions Grant (£39.1M). There is also a transfer in respect of the Coastal Risk Management Programme (not applicable to this Council). The values for this Council are £0.146M, £0.990M and £3.222M respectively. Whilst the part year (2019/20) implications of the Teachers Pay Grant and Teachers Pension Grant transfer into the settlement, the additional full year implications are to be funded from within the settlement increase.
- e. There is no indication of settlement levels beyond 2020/21.
- f. Provisional figures and indicative estimates are included for specific grants, at an all Wales level. Of particular note, would be the continuation and increase (from £30M to £40M) in the Social Care Workforce and Sustainability Pressures Grant. This funds our core base budget.
- g. The Council's General Capital Funding allocation has increased by £0.236M to £13.677M.

5.0 COUNCIL BASE BUDGET REQUIREMENT 2020/21

- 5.1 In anticipation of the 2020/21 local government settlement, the Council's service managers have constructed the base budget requirements for next financial year. Those initial calculations provided for:-
 - Estimated national wage awards, pension costs and National Insurance Contribution levels;
 - Non-pay (i.e. goods and services) inflation, including energy and fuel;
 - Corporate financing requirements and levies; and
 - Full year effects of additional burdens imposed on the Council.
- 5.2 The Council's updated budget requirement was reported to Council on the 15th January 2020 alongside the implications of the Provisional Local Government Settlement which was announced on the 16th December 2019.
- 5.3 After taking into account the updated budget requirement and the provisional settlement increase of 4.5%, in addition to the clarity provided around on-going funding in respect the Social Care Workforce and Sustainability Pressures Grant, the Teachers Pay Grant and the Teachers Pensions Grant, the Council was faced with a budget gap of £8.702M.
- 5.4 Against this position, budget savings already identified and secured were able to be taken into account which resulted in a remaining budget gap of £1.321M, as shown in Table 1 below.

Table 1 : Budget Gap 2020/21 at Provisional Settlement (as reported to Council, 15th January 2020)

	£'000
Revised Budget Gap	8,702
Savings Already Identified (per MTFP)	- 1,199
Efficiency Target	- 6,000
Llwydcoed Crematorium	- 182
Remaining Budget Gap	1,321

5.5 It was against this position which the Cabinet have considered their further budget strategy options for 2020/21.

6.0 **DEVELOPING AN EQUITABLE, DELIVERABLE AND BALANCED BUDGET FOR 2020/21**

6.1 Notwithstanding the more positive settlement from WG for 2020/21, it does follow a sustained period of real term reductions to our funding levels and it is against this context that we need to develop a balanced budget for next year. There remain significant pressures 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 protects and develops our key services.

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

6.3 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.

6.4 As part of our updated budget requirement, appropriate sums have been set aside for these corporate financial requirements.

7.0 COUNCIL TAX LEVELS

- 7.1 This Council has always acted reasonably when setting its Council Tax, balancing the impact upon services and the ability of the public to pay, recognising that those eligible will receive support through the Welsh Government's Council Tax Reduction Scheme (CTRS). The proposal is to increase Council Tax in 2020/21 by 2.85%, that is, less than the 3.00% originally modelled. This proposed increase equates to 53p per week for a person living in a Band A property and 80p per week for a person living in a Band D property (42% of properties in Rhondda Cynon Taf are Band A). Increasing Council Tax by 2.85% will increase the remaining budget gap by £0.132M.
- 7.2 Members will be aware that the cost of the CTRS is impacted by changes in caseload and by changes to the level of Council Tax. This impacts on the net income generated through any increase in Council Tax. A 1% increase in Council Tax will generate an additional income for the Council of £1.126M (at the 2020/21 tax base level), but will also cost £0.243M in additional CTRS requirements. It therefore follows that a 1% increase generates a net additional income of £0.883M, or stated another way, 22% of any Council Tax increase is lost to support the increased costs associated with Welsh Government's CTRS.

8.0 SCHOOLS BUDGET (ISB)

- 8.1 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.
- 8.2 As part of the initial budget modelling assumptions (July 2019) a £1.5M cash uplift for schools had been built into the Medium Term Financial Plan.
- 8.3 Following the clarity provided through the provisional settlement with regard to funding for Teachers Pension Costs and Teachers Pay award (2019) costs, these amounts have now been passed on, fully, to our schools. In addition, funding is also provided to cover, in full, pay and non-pay inflation and pressures, including the baselining of one-off and passported funding (£2.5M) which was provided for the 2019/20 budget. Schools are therefore fully funded for 2020/21.
- 8.4 In overall terms, the proposal sees the Schools Budget (ISB) increase from £148.9M to £161.6M, an increase of £12.7M, or 8.5%.

9.0 BUDGET STRATEGY PROPOSALS

- 9.1 This Council has taken a proactive approach to dealing with the continued real term reductions in resources it has received in recent years and has

continued to deliver saving proposals early with a clear focus maintained across the medium term planning horizon. The Council has continued to deliver robust, balanced budgets and taken the opportunity to use our Medium Term Financial Planning and Service Transformation Reserve, as transition funding, to sensibly support the overall budget strategy. It is recommended that this approach is continued.

9.2 As a Cabinet we have always been focussed on protecting our front line services and have taken any opportunities to prioritise or reallocate resources to areas of priority.

9.3 For 2020/21, the following proposals are recommended to Council.

a. NDR Local Relief Scheme

Cabinet have already consulted upon a proposal to introduce a local discretionary relief scheme for Non Domestic Rates (NDR). The consultation closed on the 24th January and Cabinet have (on the 13th February 2020) determined how they wish to progress. As referenced in the Cabinet report, resources have already been set aside in the Medium Term Financial Plan to provide further support to our town centres and businesses so there is no further financial impact on our base budget.

b. Youth Engagement / Youth Offending

The Council recognises the ongoing need to work proactively across our services, with our schools and partners to ensure the effectiveness of our youth engagement activities both within and outside of a school environment and to ensure that there are opportunities for young people across the County Borough to reach their full potential and overcome barriers to learning and progression. Our current core spend on Youth Engagement amounts to £1.9M and it is proposed that an additional revenue investment of £250k is made in this area, representing a budget increase of over 13%.

c. Paddling Pools

Following a number of voluntary groups being able to open paddling pools during last summer, the Council will now work wider with community groups and put in place a package of bespoke support that will enable further paddling pools to open throughout the summer holiday period going forward (subject to the preparedness of community groups). £50k is proposed to be included within the budget strategy for this purpose.

d. Prudential Borrowing for Investment in our Infrastructure

Following the investment of over £95M being made in our infrastructure and corporate priorities since 2015, it is proposed to set aside £500k of our

revenue resource to enable, through the use of prudential borrowing powers, £7.5M of capital resource to be further invested in our priority investment areas. This will include strategic highways developments, parks and green spaces and continued investment in extra care facilities. Full details of this spend will be set out in the forthcoming updated capital programme 2020/21 to 2022/23.

e. Supporting the Muni Arts Centre

The Council has been working with Awen Cultural Trust to secure a sustainable future for the Muni Arts Centre alongside an ambitious longer term plan to substantially refurbish the Centre. Whilst these longer term plans are being developed along with a potential funding package, it is confirmed that the initial plan is to reopen the venue during the summer of 2020 (following initial maintenance works). In order to support the reopening, whilst the longer term vision is being developed, there is a need for a revenue contribution to be made amounting to £140k per annum. The revenue support will be ring-fenced and the part year revenue budget requirement is £105k.

f. Fees and Charges

A final report on the proposed level of Fees & Charges for 2020/21 will be presented to Cabinet on the 20th February 2020. The Cabinet’s proposals with regard to fees and charges would see a standard increase of 1.5% (Consumer Price Index (CPI)), with a number of specific exceptions :

Area of charge	Proposed increase for 2020/21
Leisure for Life	Nil increase
Car Park Charges	Nil increase
Summer and Winter Playing Fees (Sports Clubs)	Nil increase
School Meals (Primary and Secondary Schools)	£0.05 per meal (and then no increase for 2 years i.e. 2021/22 and 2022/23)
Meals on Wheels and Day Centre Meals	£0.10 per meal
Pontypridd Lido (entry for adult users)	£0.50 per Adult Swim

It is also proposed, with regard to the Rhondda Heritage Park, to increase the individual adult entry fee and family ticket for the Welsh Mining Experience (underground tour) by £1.00 (to £7.95 and £20 respectively) and to standardise the non-school entry fee for both adults and children for Santa’s Toy Mine to £10.

The impact of these proposals (as compared to all fees and charges being increased by 1.5%) would reduce income by £2k.

g. Home to School Transport Re-tender Savings

Following a number of successful retendering exercises over recent years, delivering reduced costs of our provision, a review of the Home to School Transport budget has now concluded that £810k can be released from the base budget requirement.

h. Council Tax Reduction Scheme (CTRS)

Members will be aware through the quarterly performance reports this year that the costs associated with the CTRS have been consistently below budget. As at Quarter 2 (reported 21st November 2019), the projected underspend in this area was £0.352M. Further work on caseloads and demand has now been concluded and the proposal is to reduce the base budget in 2020/21 by £0.350M. It should be noted that whilst this takes the budget to £24.680M, this is still in excess of the Welsh Government funding for this area which for 2020/21 totals £21.564M.

i. Supported Accommodation Strategy and Savings

In addition to the Council's ongoing investment in developing extra care facilities, Cabinet have also agreed to capital investment in developing supported accommodation at Penllew Court and Crown Avenue. These facilities are now nearing completion and will be available for occupancy during 2020/21. The revenue savings (part year) which we can now build into our base budget for 2020/21 is £400k.

- 9.4 The implications of the above strategy proposals, including the proposed reduction in the level of Council Tax increase, on the remaining budget gap position is shown in table 2 below.

Table 2 : Budget Strategy Proposals 2020/21

	£'000	£'000
Remaining Budget Gap		1,321
NDR Local Relief Scheme	-	
Additional Resources to Support Youth Engagement	250	
Paddling Pools	50	
Prudential Borrowing - Investment (£7.5M)	500	
Muni Arts Centre - Revenue Support	105	
Council Tax at 2.85%	132	
Fees and Charges	2	
Home to School Re-tender Savings	- 810	
CTRS	- 350	
Supported Accommodation Savings	- 400	- 521
Remaining Budget Gap		800

9.5 *Medium Term Financial Planning and Service Transformation Reserve (Transitional Funding)* – We have for many years used our transition funding reserve sensibly as part of our balanced budget strategy, at a level which does not compromise the robustness of our budget and which can be replenished with some certainty, given our ongoing strategy of delivering savings early.

9.6 As previously referenced the reserve currently stands at £4.363M, having been replenished during this year (2019/20) by £1.060M to quarter 2. Accordingly, to address the remaining budget gap, it is proposed that an allocation of £0.800M is made from this reserve for 2020/21. This would facilitate a balanced budget for 2020/21 and would leave £3.563M in the reserve (subject to the year-end assessment of reserves). Processes are now sufficiently well embedded to ensure that savings are achieved in-year and that this reserve can continue to be replenished.

	£'000
Remaining Budget Gap	800
Use of Transition Funding	- 800
Remaining Budget Gap	-

9.7 The above provides a robust and balanced budget strategy for financial year 2020/21 which is now recommended to Council.

10.0 SERVICE PRIORITIES

10.1 Even within a 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.

- 10.2 The Council's Corporate Plan 2016-2020 set out our key purpose to provide a County Borough that has high aspirations, is confident and promotes opportunity for all. This has been reinforced in our new proposed Corporate Plan "Making a Difference" 2020-2024 which is being considered alongside this budget strategy.
- 10.3 In addition to our revenue base budget requirements, opportunities also continue to be taken to deliver investment in key strategic areas through one off funding made available via a risk based review of earmarked reserves and through the early identification of opportunities to deliver savings. The Council has already invested over £95M (over and above the normal Capital Programme) in areas supporting key Corporate Plan priorities since October 2015, the latest investment (£5.8M) being agreed by Council in October 2019.
- 10.4 A report setting out the updated capital programme for 2020/21 to 2022/23 will be reported for Members consideration alongside this revenue budget strategy.

11.0 THE 2020/21 BUDGET STRATEGY CONSULTATION PROCESS

- 11.1 As in previous years, the Council has been keen to consult with the public and other interested stakeholders on its general budget strategy and how services are delivered.
- 11.2 The approach to budget consultation for 2020/21 was set out in the Cabinet report dated 17th October 2019 and in the delegated decision of the Service Director for Democratic Services and Communication dated 14th November 2019.

Phase 1 - provided residents and stakeholders with the opportunity to feedback their views on some of the key strategic building blocks used to construct the Council's budget.

Phase 2 - once Cabinet agreed a draft budget strategy, and in light of the provisional local government settlement, then this draft strategy was consulted upon as part of Phase 2.

- 11.3 The Phase 1 Consultation report was considered by Cabinet on the 23rd January 2020 alongside the initial budget proposals which were then consulted upon as part of Phase 2.
- 11.4 The Phase 2 Consultation report is now attached at Appendix 2. The phase 2 consultation process ran from the 24th January 2020 to the 7th February 2020 and included :
- An online questionnaire

- Three youth events held at local schools
 - Y Pant
 - Treorchy
 - Aberdare
- Promotion through Social media
- Three public 'drop-in' events, open to the wider community
 - Canolfan Pennar (Mountain Ash Hub)
 - Pontypridd Town Centre
 - Rhondda Sports Centre, Ystrad
- Older Persons Advisory Group Meeting
- Disability Forum Meeting
- Promotion with key stakeholders, including Elected Members, local AMs, MPs, Community & Town Councils, Trade Unions

11.5 In addition, specific consultation activity was undertaken with the School Budget Forum and minutes of this meeting are attached at Appendix 3.

11.6 The Finance and Performance Scrutiny Committee have also been engaged throughout the consultation process, initially discussing the proposed approach in September 2019. They were then consulted with as part of Phase 1 (16th December 2019) and had the opportunity to pre-scrutinise the draft budget strategy proposals as part of Phase 2 (29th January 2020). The minutes of the latest meeting are attached at Appendix 4 (currently draft).

12.0 THE 2020/21 MACRO REVENUE BUDGET

12.1 In arriving at a strategy for 2020/21, 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 now propose a balanced revenue budget which will meet all of the fundamental requirements of its preferred strategy **and** minimise the Council Tax increase for next year.

12.2 Table 3 below illustrates how the revenue resources available to the Council could be utilised, with a Council Tax increase of 2.85%:

Table 3: Proposed Resources in 2020/21

	£M
2020/21 Net Revenue Spending	508.747
LESS: Revenue Support Grant (RSG) & Redistributed Non Domestic Rates (NDR)	388.666
LESS: Social Services and Children's Services Specific Grants	3.400
Sub total	116.681
LESS: Release of Earmarked Reserves	0.800
To be met from Council Taxpayers	115.881

- 12.3 Table 4 below, shows the overall effect on services of applying the principles of the Cabinet's recommended outline 2020/21 budget strategy.

Table 4: Application of the 2020/21 Outline Budget Strategy

BUDGET REQUIREMENTS	2019/20	2020/21	Increase/ (Decrease)
	£M	£M	£M
Corporate Requirements			
Capital Financing	18.917	19.713	0.796
Levies	11.930	12.438	0.508
Council Tax Reduction Scheme	24.336	24.680	0.344
Miscellaneous	12.669	13.862	1.193
	67.852	70.693	2.841
Individual School Budgets (ISB)			
Individual School Budgets	148.849	161.638	12.789
Other Council Services			
Community & Children's Services	153.264	162.604	9.340
Prosperity, Development and Frontline Services	56.876	55.980	(0.896)
Chief Executive's	25.979	26.759	0.780
Education & Inclusion Services	30.649	31.073	0.424
Net Revenue Spending	483.469	508.747	25.278

13.0 SPECIFIC GRANTS

- 13.1 For next year, the Welsh Government is to provide over £980M in Specific Revenue Grants to Welsh Local Authorities.
- 13.2 Whilst specific grants dilute local accountability, such funding does enable us to undertake projects and deliver services that otherwise may not have been possible. Whilst we will continue to make representation for such funding to

be transferred into the Revenue Support Grant, until they do so then specific grants will continue to supplement our base revenue budget.

- 13.3 By their nature, specific grants are often directed toward specific spend areas or policy objectives and are not certain in terms of their ongoing continuation nor value, presenting uncertainty in terms of forward planning.
- 13.4 The allocation of specific grants, however, remains a key feature of the annual local government settlement, albeit there is a commitment to reduce such hypothecation. There are also a number of specific grants which have been introduced to deal with recurring cost pressures (eg Social Care Workforce and Sustainability Pressures Grant) and it is important that we seek to ensure their continuation beyond 2020/21.

14.0 EQUALITY AND DIVERSITY IMPLICATIONS

- 14.1 In developing the recommended 2020/21 Revenue Budget Strategy, 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 recommendations in terms of equality and discrimination.

15.0 CONSULTATION

- 15.1 Consultation and engagement has been undertaken as part of formulating the recommended 2020/21 Revenue Budget Strategy, the results from which are set out in Section 11 of the report.

16.0 FINANCIAL IMPLICATION(S)

- 16.1 The financial implications of the recommendations are set out in the main body of the Report.

17.0 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

- 17.1 The Council has a legal duty under the Local Government Finance Act 1992 to set a balanced budget and also a legal duty under the Local Government Act 2000 for it to be reported to and approved by Full Council. The recommended 2020/21 Revenue Budget Strategy and its reporting to full Council ensures compliance with these legal duties.

18.0 LINKS TO CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

18.1 The recommended 2020/21 Revenue Budget Strategy has been formulated to support the delivery of the Council's strategic priorities, as set out within the Corporate Plan 2016 – 2020, and the new Corporate Plan "Making a Difference" 2020 – 2024. These documents are aligned to the goals and principles included within the Well-Being of Future Generations Act.

19.0 CONCLUSIONS

19.1 The Council's overall financial position remains sound, with the level of General Reserves maintained at the minimum level of £10M.

19.2 On the 16th December 2019, the Minister for Housing and Local Government (Julie James AM) announced the Provisional 2020/21 Local Government Settlement which showed this Council's increase in resources was set at 4.5%.

19.3 The Cabinet's proposals properly address the corporate financial requirements of the Council and allocate an adequate financial uplift to the Individual Schools Budget. The remaining resources available are allocated to fund all other services and to support our key priorities in 2020/21.

19.4 The Cabinet has recommended setting the 2020/21 revenue spending and budget at £508.747M which will require a Council Tax increase of 2.85% for the financial year ending the 31st March 2021.

19.5 The Council to date has been able to deliver year on year balanced budgets alongside an investment programme supporting key priorities. The challenge does remain for positive and proactive management from the Senior Leadership Team and clear direction from Members to produce a robust and financially sustainable budget into the medium term in what continues to be a challenging financial climate.

Tudalen wag

Julie James AC/AM
Y Gweinidog Tai a Llywodraeth Leol
Minister for Housing and Local Government



Llywodraeth Cymru
Welsh Government

Our ref: MA/JJ/5755/19

To:
 Leaders of County and County Borough Councils in Wales

Copied to:
 Chief Executives and Directors of Finance, County and County Borough Councils in Wales
 Chief Executive and Director of Finance, Welsh Local Government Association

16 December 2019

Dear Colleagues

Today I am announcing details of the Provisional Local Government Revenue and Capital Settlements for 2020-21 for county and county borough councils in Wales through a Cabinet Written Statement. This is attached for your information.

This announcement outlines my intention to set local government core revenue funding for 2020-21 at £4.474 billion. I am pleased this means, after adjusting for transfers, overall core funding for local government in 2020-21 will increase by 4.3 per cent on a like-for-like basis compared to the current year. While this does not mean austerity is over and there are, I know significant pressures, I hope that this significant increase can help you support and continue local critical and valued services.

Funding for schools has been a particular consideration of our budget discussions this year. Within this settlement, we have provided funding for additional costs arising from the UK Government's announced changes to employer pension contributions. We have also provided funding for additional costs arising from the 2019/20 teachers' pay deal for the remainder of the academic year and have provided funding beyond this to recognise the future impacts of teachers' pay awards which will come into effect from September 2020. We are also continuing to provide funding for our proposals for new eligibility criteria for free school meals, given the continued rollout of Universal Credit by the UK Government.

I have given careful consideration to the potential of including a funding floor for this settlement. Given that every authority will see an increase of at least 3% over 2019-20 on a like-for-like basis, I have concluded that a funding floor is not necessary in this particular instance. This will also enable us to reset the settlement base and fund authorities according to relative need, and not to make up for the implementation of historic floors.

Canolfan Cyswllt Cyntaf / First Point of Contact Centre:
 0300 0604400

Bae Caerdydd • Cardiff Bay
 Caerdydd • Cardiff
 CF99 1NA

Gohebiaeth.Julie.James@llyw.cymru
Correspondence.Julie.James@gov.Wales

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

The non-hypothecated general capital funding for 2020-21 will be £198 million (including £20 million for public highways refurbishment grant) - an increase of £15 million over that announced in the Final Budget last year. I hope that this additional funding will enable you to respond to the urgent need to decarbonise, in light of the climate emergency declared by the Welsh Government and many councils over the past year.

We have discussed, before, our shared recognition of the need to invest in the supply of housing. Investing in social housing should minimise the pressures on local authority budgets and on homelessness services. Investment in housing can also support the Welsh economy and local economies. I hope that this settlement, capital and revenue, can support you in increasing the scale and pace of housebuilding across Wales.

The draft *Local Government Finance Report* and additional tables containing details of the provisional settlement by individual authority are also being published on the Welsh Government website. These tables include the individual authority allocations of Aggregate External Finance (AEF), comprising Revenue Support Grant (RSG) and redistributed Non-Domestic Rates (NDR). As we have discussed through FSG, we are also providing information on revenue and capital grants which are planned for 2020-21. This information will be further updated for the final settlement.

The delay in the publication of the provisional settlement has enabled us to draw on the latest tax-base figures for 2020-21, meaning that there should be no change between provisional and final settlements as a result of updates to the tax base.

This settlement provides you with the most stable platform I can offer for planning your budgets for the forthcoming financial year. I fully appreciate the pressures local government is facing and am committed to shielding local government from the worst effects of austerity. This is a good settlement that should alleviate some of the pressures that you had been anticipating and offers an opportunity for local government to plan for the future. While I can't guarantee that there will be no changes between the provisional and final settlements, due to the financial uncertainty that comes with a new UK Government, I can assure you that I do not intend on making any significant changes to the methodology or the data underpinning the distribution of this settlement.

My announcement today launches a 7-week period of formal consultation on the provisional local government settlement for 2020-21. I would be grateful if you could ensure your response arrives no later than **Monday, 3 February 2020**. All responses to this consultation should be sent to:

Simon Edwards
Local Government Finance and Workforce Partnerships Division
Welsh Government, Cathays Park, Cardiff, CF10 3NQ.
Or email: LGFPSettlement@gov.wales.

Comments are invited about the effects (whether positive or adverse) the proposed settlement would have on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language. In addition, we invite comments on whether the proposed settlement could be formulated or revised to have positive effects, or decreased adverse effects, on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.

The Welsh Government intends to publish a summary of the responses. Normally, the name and address (or part of the address) of each respondent are published along with the response. If you do not wish to be identified as the author of your response, please ensure you state this explicitly in your response.

Copies of responses may be placed in the Welsh Government's library. If you wish your comments to remain confidential, please make this clear in your reply. This will be considered in light of our obligations under the Freedom of Information Act. The Welsh Government will consider all responses received by the due date before the final determination is made and published.

Local authorities are reminded of the requirement to comply with the general equality duties set out in the Equality Act 2010, and also the specific equality duties where applicable. The equality impacts of budgetary options should be assessed and inform any final decisions.

Authorities also need to take account of your duties under the Well-being of Future Generations (Wales) Act 2015 and the Welsh language standards in preparing plans for 2020-21.

This provisional settlement provides you with the information you need to plan your budgets for 2020-21 and to consider how best you engage with your local communities in formulating your proposals and making budget decisions.

Yours sincerely

Julie James AC/AM
Y Gweinidog Tai a Llywodraeth Leol
Minister for Housing and Local Government

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Welsh Local Government Revenue Settlement 2020-2021

Provisional

Table 1a: Change in Aggregate External Finance (AEF) plus floor funding, adjusted for transfers, by Unitary Authority

£'000s

Unitary Auth	2019-20 final Aggregate External Finance* plus floor funding	2020-21 provisional Aggregate External Finance	Percentage difference	Rank
Isle of Anglesey	97,324	101,005	3.8%	18
Gwynedd	179,375	187,579	4.6%	6
Conwy	156,064	161,398	3.4%	21
Denbighshire	145,713	151,932	4.3%	11
Flintshire	192,212	199,386	3.7%	19
Wrexham	178,121	184,296	3.5%	20
Powys	176,940	184,289	4.2%	14
Ceredigion	103,308	107,646	4.2%	13
Pembrokeshire	164,153	172,204	4.9%	3
Carmarthenshire	262,611	274,159	4.4%	10
Swansea	325,697	339,381	4.2%	12
Neath Port Talbot	217,091	226,762	4.5%	8
Bridgend	193,949	203,127	4.7%	5
The Vale of Glamorgan	153,453	161,021	4.9%	2
Rhondda Cynon Taf	372,105	388,666	4.5%	9
Merthyr Tydfil	92,332	96,810	4.8%	4
Caerphilly	272,212	283,367	4.1%	16
Blaenau Gwent	111,727	116,063	3.9%	17
Torfaen	134,373	140,467	4.5%	7
Monmouthshire	94,896	97,760	3.0%	22
Newport	216,443	228,077	5.4%	1
Cardiff	450,512	469,047	4.1%	15
Total unitary authorities	4,290,612	4,474,444	4.3%	

* The published AEF for 2019-20 final Aggregate External Finance is subject to a number of adjustments set out in Table 6

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Budget Consultation 2020/21 (Phase 2)

*Rhondda Cynon Taf County Borough
Council*

February 2020



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EXECUTIVE SUMMARY

- This section provides a summary of the main findings from the Phase 2 Budget Consultation 2020/21.
- The consultation was conducted in-house. The consultation period ran from the 24th January and ended on the 7th February 2020.
- The following methods were used to consult with stakeholders;
 - An online questionnaire
 - A number of Engagement Events
 - Promotion through social media
 - Older Persons Advisory Group Meeting
 - Disability Forum Meeting
 - An easy read booklet and questionnaire
 - Meetings in 3 comprehensive schools
 - Finance & Performance Scrutiny Committee
 - School Budget Forum
 - Promotion with the Citizen's Panel
 - An email sent to key stakeholders, including Community and Town Councils, Trade Unions, Councillors, Local AM's and MPs
- 402 people were engaged in the phase 2 budget consultation. Overall (including Phase 1) over 4000 people engaged on the Council's budget.
- The Council is proposing that Council Tax be increased by 2.85% for next year. The majority of respondents felt that this was reasonable (78%).
- 92% of respondents agreed that the Council should fully fund our schools for next year.
- 87% of respondents agreed with the Council's approach to efficiency savings and that the Council should continue with the approach next year.
- 79% of respondents agreed with the approach to fees and charges.
- 90% of respondents agreed with the approach of borrowing to enable investment.
- 88% of respondents agreed with the additional investment of £250,000 for youth engagement.
- 85% of respondents agreed with the investment in paddling pools.
- 76% of respondents agreed with the investment and approach proposed for the Muni Arts Centre.
- 90% of respondents agreed with the use of reserve funding.

1. INTRODUCTION

- 1.1 This report presents the findings of the Phase 2 Budget Consultation 2020/21.
- 1.2 Section 2 outlines some brief background to the consultation process.
- 1.3 Section 3 details the methodology.
- 1.4 Section 4 provides the results of the questionnaire.
- 1.5 Section 5 presents the feedback received at the Older Persons Advisory Group meeting and Disability Forum meeting.
- 1.6 Section 6 provides feedback on the young persons' engagement.

2. BACKGROUND

- 2.1 The Council undertakes a comprehensive approach to its annual budget consultation, involving a large number of residents and key stakeholders.
- 2.2 The widespread approach we use and the range of views we capture provides senior managers and Cabinet Members with the necessary information they need to set the budget for the year ahead.
- 2.3 Following the announcement of the General Election, the Welsh Government budget settlement to Local Government for the 2020/21 financial year was delayed. As a result Rhondda Cynon Taf's 2020/21 Budget Consultation is a phased approach, so that we can ensure residents and stakeholders have as much opportunity as possible to provide views on the budget and to make sure that views are informed by the most up to date and relevant information.
- 2.4 This report presents the findings of **phase 2** of the budget consultation, which asked for views on the draft budget strategy for 2020/21.
- 2.5 Phase 2 started on the 24th January and ended on the 7th February 2020.

3. METHODOLOGY

3.1 This section provides a summary of the main findings from the Phase 2 Budget Consultation 2020/21. The consultation was conducted in-house.

3.2 The consultation period ran from the 24th January and ended on the 7th February 2020.

3.3 The following methods were used to consult with stakeholders;

- An online questionnaire
- A number of Engagement Events
- Promotion through social media
- Older Persons Advisory Group Meeting
- Disability Forum Meeting
- An easy read booklet and questionnaire
- Meetings in 3 comprehensive schools
- School Budget Forum
- Finance & Performance Scrutiny Committee
- Promotion with the Citizen's Panel
- An email sent to key stakeholders, including Community and Town Councils, Trade Unions, Councillors, Local AM's and MPs

Note: Views from the School Budget Forum and the Finance and Performance Scrutiny Committee have been recorded separately in the respective minutes of those meetings.

3.4 The following engagement events took place during the consultation;

Rhondda Cynon Taf
Budget Consultation - Phase 2
2020/21

Public consultation events

Canolfan Pennar (Mountain Ash Hub)
January 31 (11am-1pm)

Rhondda Sports Centre, Ystrad
February 3 (5pm-7pm)

Pontypridd Town Centre
February 5 (10am-1pm)

HAVE YOUR DWEUD SAY EICH DWEUD

RHONDDA CYNON TAF

- 3.5 At the events, members of the public were invited to have a discussion with Officers about the Council's budget, investments and any queries they may have had, as well as being asked to fill in the survey on electronic tablets or paper hardcopies.
- 3.6 402 people were engaged in the phase 2 budget consultation. Overall (including Phase 1) over 4000 people engaged on the Council's budget.

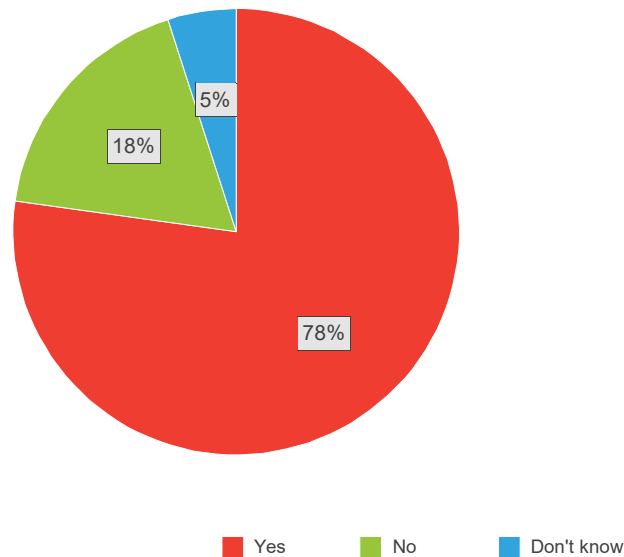
4 Questionnaire Results

- 4.1 The following section outlines the results from the phase 2 budget consultation questionnaire, which received 268 responses. A selection of comments are provided and the full list of comments will be provided to Cabinet and senior officers to assist with decision making.

Council Tax

- 4.2 The Council is proposing that Council Tax be increased by 2.85% for next year. **The majority of respondents felt that this increase was reasonable (78%).**

Do you agree that a Council Tax increase of 2.85% is reasonable?



Note: Where figures do not add up to 100% this is due to rounding.

- 4.3 Comments were mainly positive and included;

“support a low increase of 2.85%”

“Below 3% is good”

“excellent to see it kept below 5%”

- 4.4 One of the reasons the increase was seen as reasonable was the low increase in comparison to the rest of Wales.

“lowest Council tax in Wales”

“seems better than most I’ve seen”

“seems very fair and less than Conwy who are suggesting 7%”

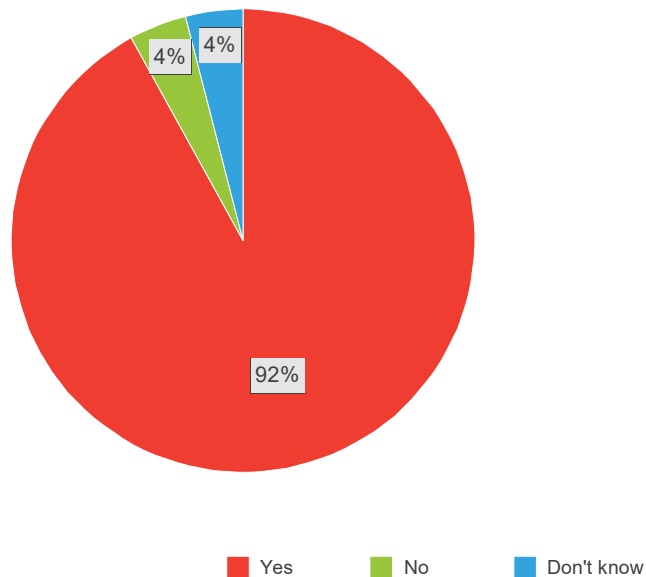
- 4.5 There were some concerns that any increase would impact on some people’s finances.

“this will put added financial stress on families already trying to keep their finances stable”

Schools Budget

- 4.6 The Council’s budget strategy aims to protect schools by ensuring they have the money they need to fund their increased costs for next year. In overall terms, the proposal sees the Schools Budget increase from £148.9M to £161.6M, an increase of £12.7M, or 8.5%.

Agreement with School Funding



- 4.7 **92% of respondents agreed that the Council should fully fund our schools for next year.**

Comments included;

“Children are our future and very important to protect school budgets”

“Pleased to see schools getting a proper increase and that they are being given priority by the council”

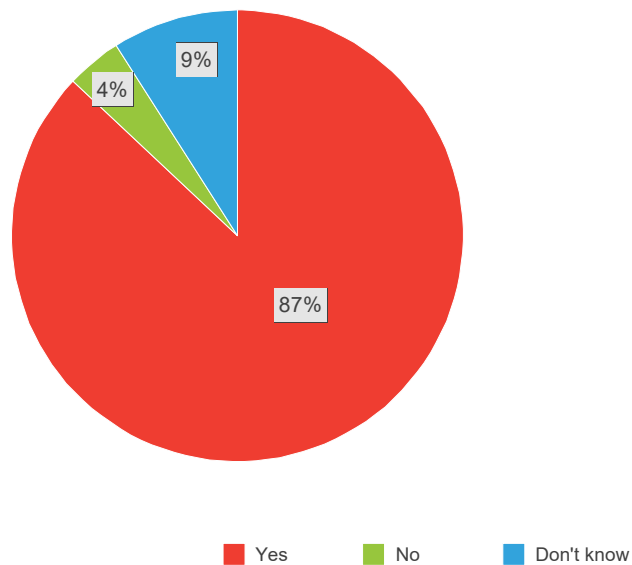
“Our schools are teaching our future generations, I would expect sufficient resources to be provided on the basis of being confident that the resources are administered properly”

“Education should always be a top priority to give children the best possible chance in life”

Efficiencies

- 4.8 Respondents were asked if they agreed with the Council’s approach to efficiency savings and if the Council should continue with the approach next year.

Agreement with Efficiencies Approach



87% of respondents agreed and comments on the importance of this approach included;

“Efficiency savings are important - getting the right balance is important.”

“Make savings wherever possible.”

- 4.9 Some of the respondents stressed that this must not impact upon frontline services;

“Yes agree as long as do not impact on services”

“Efficiencies are important, and it is welcomed that the Council will not impact front line services.”

“But services should not be cut.”

- 4.10 As in phase 1 of the consultation some suggestions for efficiencies were made;

“Need to look at procurement and if more can be saved”

“There should be more focus on process, online work where possible, reduced bin collections etc.”

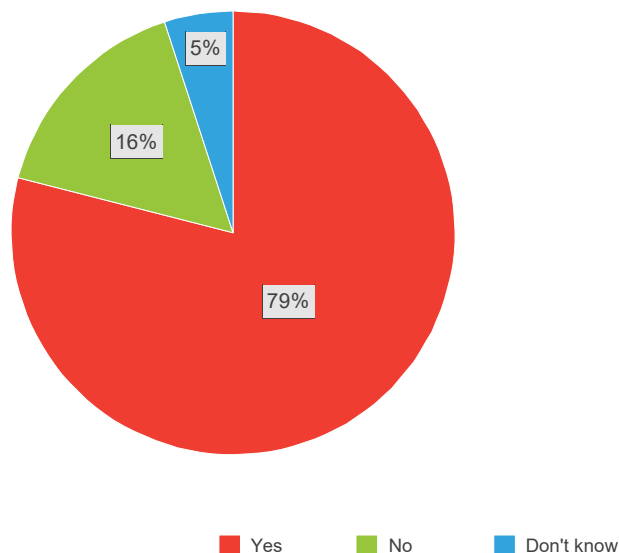
Fees and Charges

- 4.11 A standard increase of 1.5% (Consumer Prices Index) is proposed on all fees and charges with a number of specific exceptions:

Area of Charge	Proposed Exception
Leisure for Life	Freeze
Car Park Charges	Freeze
Summer and Winter Playing Fees (sports clubs)	Freeze
Meals on Wheels / Day Centre Meals	10p per meal
School Meals	5p per meal <i>and then freeze for 2 years</i>
Lido	50p Adult Swim

79% of respondents agreed with this approach to fees and charges.

Agreement with Fees and Charges Approach



4.12 The following are a selection of the comments received;

“These increases seem sensible.”

“Most definitely”

“These increases are fair and affordable to the majority of people, well done once again no increases In Leisure for life and car park charges”

“If you increase a small amount overall I think the Council will be able to keep more services.”

“Seems fair”

“Very pleased to see the charges are being fair”

4.13 There were some calls to increase the charges at the Lido and Leisure services;

“Possibly could charge more for the Lido due to its popularity”

“The Lido could charge a small fee for children, people are willing to contribute to activities.”

4.14 There were some concerns about the 5p per meal increase for school meals and the meals on wheels 10p per meal increase.

“School meals should not be increased. Services like the Lido should be increased more to cover this”

4.15 Some of these comments relate to the previous section (4.14) with suggestions for increased fees to other services instead of meals on wheels and school meals;

“I’d rather pay an extra 10p per day parking than charge an elderly person more.”

4.16 There were though comments in support of school meal increases, especially with the proposal to freeze the charge in the 2 years following 2020/21.

“5p dinner increase seems very fair if they are frozen for 2 years”

“Good to see school dinners only up 5p and then frozen”

“Pleased to see school dinners up only 5p over 2 years”

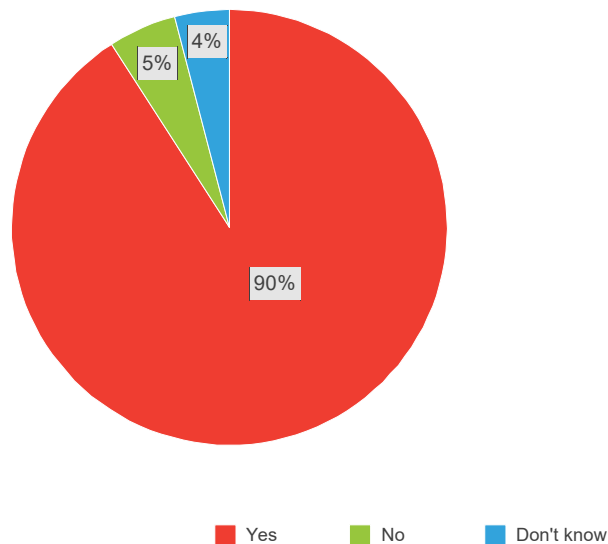
Council Investment

- 4.17 It is proposed to set aside £500k of the Council’s revenue resource to enable further investment in the following areas, through the use of prudential borrowing powers (£7.5M of capital resource, long term infrastructure).

21st Century Schools (new and remodelled schools)
Roads & Transport (repairs and resurfacing and major projects such as A4119 dualling, Llanharan bypass and Mountain Ash Cross Valley link)
Recycling & the Environment (improving recycling performance)
Town Centres & Regeneration (improving the town centres eg. Llys Cadwyn, Pontypridd)
Empty Properties (Grant to bring properties back into use)
Leisure (improvements to facilities)
Play Areas and Parks (upgrading the equipment and standard)
Extra Care/Community Hubs (focus on independence for older people)
Employment (apprenticeships and graduate placements)
Events/Arts (investment in attractions and theatres)
Flood Alleviation (investing in flood prevention schemes)

- 4.18 **90% of respondents agreed with this approach to investment**

Agreement with Borrowing to Invest



Note: Where figures do not add up to 100% this is due to rounding.

The following are a selection of comments received;

“Borrowing to invest is a sensible strategy - one I support.”

“Good to see the amount of investment in RCT”

“These are all key priority areas and any extra funding is welcomed.”

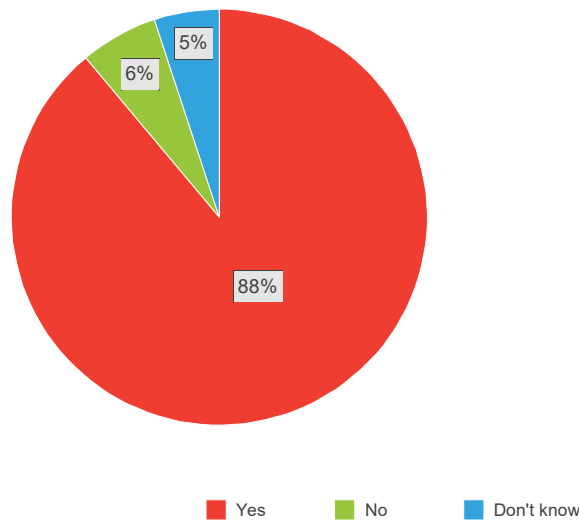
“It has been evident that investments have been made into areas at times of austerity. It is good to see the Council not just sitting back but being more forward thinking”

Youth Engagement

- 4.19 An additional revenue investment of £250K is proposed for youth engagement which amounts to an increase of 13% to the current budget for the service.

88% of respondents agreed with the additional investment of £250,000 for youth engagement.

Agree to additional investment in Youth Engagement



Note: Where figures do not add up to 100% this is due to rounding.

“Young people need investment. Investment in youth services are a priority for our family”

“Youth engagement is vitally important, particularly if children are struggling at school. I welcome the investment.”

“Youth investment should be the highest priority”

“Everybody will be happy with this proposal especially the young people”

- 4.20 There were a number of positive comments about the current service;

“The service is good as my children attend but the extra investment is welcomed”

“This is welcomed however the youth service is good I have family members that have used it”

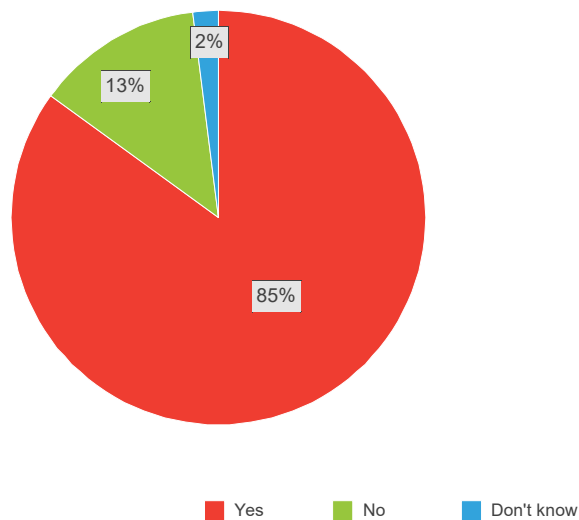
“Welcome to add to a really good service that’s making a difference”

Paddling Pools

4.21 The council is proposing to work with community groups and put in place a package of bespoke support that will enable paddling pools to open throughout the summer holiday period going forward. £50k is proposed to be included within the budget strategy for this purpose.

85% of respondents agreed with the investment in paddling pools.

Agree with additional investment in Paddling Pools



“I welcome this investment. Paddling pools were once essential services during the summer, and it is very positive to see them back in use.”

“A great suggestion will be well supported”

“Really important to get the paddling pools back open”

“....Any investment in this budget would be very welcome”

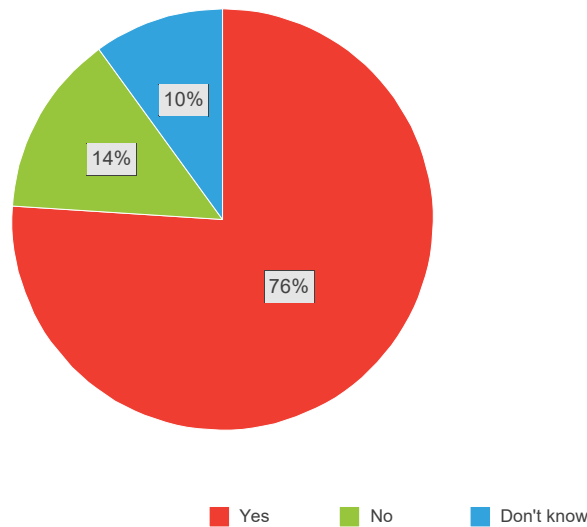
“Wholeheartedly agree with this. Paddling pools should remain open during the summer season and be upgraded as and when necessary.....”

Muni Arts Centre

4.22 The Council has been working in partnership to secure a long term sustainable future for the Muni Arts Centre and are developing an ambitious redevelopment of the Centre. Whilst these plans are being completed, it is proposed to re-open the Centre from the summer of 2020 and the Council will support its partner through a revenue contribution of £105k for 2020/21.

76% of respondents agree with this investment.

Agree to additional investment in Muni Arts Centre



“Again, this is positive. The Muni was a vital part of Pontypridd and it is wonderful to see it back up and running.”

“Great local venue so pleased it’s being reopened”

“Good to see Council working in partnership to keep Muni open”

“The Muni is a stunning building and deserves to have investment ploughed into it. On completion, I believe it will have a huge impact on visitor attraction to Pontypridd”

4.23 Some of the respondents were supportive with certain caveats;

“Providing the partner is putting into the budget and has a comprehensive long term business plan. The building needs utilising to its maximum potential.”

“This would be a good investment if people use the facilities”

“This would depend on whether the long term plans show a profitable or at least breaking even Arts Centre”

“It depends how well the building is managed”

Council Reserves

- 4.24 After taking account of the above and other budget requirements the remaining budget gap is £0.804M. The Council has set aside a reserve of one-off funding to support balancing the annual budget. It is proposed that an allocation of £0.804M is made from this funding for 2020/21. This would provide a balanced budget for 2020/21 and would leave £3.6M in the reserve fund.

90% of respondents agree with the use of this reserve funding.

“Any budget that seeks to make investment and maintain current service levels is welcome. Hopefully the Council can continue to make decisions like this in the future.”

“Doing this will keep the Council Tax at 2.85 percent well done I’m sure all the Council tax payers will agree with the decision taken”

“Makes sense to use some of this money”

“But long term it is not sustainable.”

Other Comments

- 4.25 A number of further positive comments were made on the budget strategy;

“Overall I think this is a good program of investment and look forward to seeing it implemented”

“Seems very positive with no cuts to services”

“Pleased to see new investments and no cuts”

- 4.26 There were some calls for more investment in social care;

“I am disappointed not to see more focus on social care, which is a huge issue for everyone, whether they want to admit it or not.”

“more investment needed in social care”

5. Disability Forum & OPAG Feedback

Disability Forum

- 5.1 A presentation was made and a discussion was held with the Disability Forum. Easy read versions of the information and questions were also provided to the group.
- 5.2 Overall the group thought the proposed increase in Council Tax was fair.
“2.85% is a fair increase”

Schools Budget

- 5.3 The importance of funding for schools was expressed;
“Got to educate the youngsters”
“keep them safe and secure in the school buildings”
“any increase in Council funding is a good bonus”.

Efficiencies

- 5.4 There was support for continued efficiencies.
“Yes if you can, back office efficiencies very sensible and tangible thing to do, as long as there are no staff losses on the frontline”

Fees and Charges

- 5.5 General agreement on the approach to fees and charges.
“increase in costs is fair, due to inflation and other costs going up”
“I do think this is fair”

School meals were discussed and the need to ensure that the quality of the food doesn't go down.

Investments

- 5.6 The investment discussion focused on the need for play areas and facilities to be made accessible for people with physical disabilities and for sensory uses. There was also debate on town centres and accessibility and the suggestion that the group could investigate the possibility of a town centre accessibility grant *“to enable businesses to make their businesses and shops more accessible”.*

Youth Engagement

- 5.7 Forum Members agreed with the investment proposed for youth engagement.

“Yes agree with this”

“The spend here is worthwhile”

Paddling Pools

- 5.8 The investment in paddling pools was welcomed as long as they will be used.

“If they are being used then spend the money”

Muni Arts Centre

- 5.9 There was universal agreement on the funding proposed for the Muni Arts Centre;

“I think it should be reopened, it is one of the main things in Pontypridd”

“Will help with the wellbeing of disabled people when open, it is accessible for parking and in a good location for service users”

Use of Council Reserves

- 5.10 There was limited feedback provided on using the Council reserves, but the comment noted was in favour;

“You should still have enough reserves after this for the next 3 to 4 years”

OPAG (Older Persons Advisory Group)

- 5.11 A presentation and discussion was held with members of the Older Persons Advisory Group and members were asked to promote the consultation with their Forum members.

Council Tax

- 5.12 The group agreed that a rise in Council Tax of 2.85% was reasonable.

“Yes agreed we said 3% in phase 1”

Schools Budget

- 5.13 The increase in funding for schools was welcomed.

“Yes agreed they are our future, we have to look after the kids”

Fees and Charges

- 5.14 The discussions on fees and charges revolved around the increase to the Lido charge of 50p for adults.

“We need a weekly or monthly charge.

“Have you thought about an over 60’s discount”

“Only local pool in Pontypridd, which would be free, but we like to support the Lido”

“Put everything up but not the lido”

Youth Engagement

- 5.15 There was support for the additional investment in youth services and the suggestion that Forums could work more on intergenerational projects.

“Agree with it, but be good to consider some intergenerational work to equip young people for the future”

Paddling Pools

- 5.16 There was also support for the paddling pools investment and suggestions for some investment in splash pools.

“Always good for the kids”

“Splash parks as well” (Aberdare and Pontypridd)

Muni Arts Centre

- 5.17 The Group has used the centre in the past for Forum meetings and welcomed the investment.

“A major building, a focus - central meeting point”

“We will use again as a group”

Reserves

- 5.18 There was support for the use of reserves to address the remaining budget gap.

6. YOUNG PERSON ENGAGEMENT

6.1 The following section outlines some of the feedback received from the 3 schools that we engaged with;

- Treorchy Comprehensive School
- Y Pant Comprehensive School
- Aberdare Community School

The approach we took with the schools, was to meet with a small group at each school (between 5 and 8 young people) and hold a focus group to enable discussions around the consultation questions in the main survey. Each focus group lasted around one hour and was delivered by an officer from the Consultation team and Cabinet office, along with a Finance officer for support.

Officers met prior to the focus groups and decided to adapt the survey questions to assist the focus group discussions.

Fees and Charges

Please pick 3 services to freeze the cost of and 3 services to increase the cost of.

6.2 We started with an ice breaker question from the survey and decided to give young people a choice of 3 services to freeze the cost of and 3 to increase the cost of. The services in question can be seen below:

Leisure centre / gym membership
Car parking
Sport field costs to clubs / teams
Meals on Wheels (MOW)
School dinners
Lido entry fee

We gave the young people a few minutes to read over some information and to work out which 3 they would choose to freeze and why.

Comments and reasons for choosing the options above:

“Freeze MOW, school dinners and sports field costs. MOW are essential – if you increase this, what is the effect? Sports are expensive anyway, teams aren’t going to be able to pay that extra year on year.”

“Freeze leisure centre / gym membership, MOW and school dinners. A lot of people rely on MOW and school dinners. Leisure centres – not enough people use it... it would sway people even more if the cost went up.”

“Same as above (Freeze leisure centre / gym membership, MOW and school dinners)”

“Freeze School dinners, MOW and Lido because it’s such a large increase. A lot of people go to the Lido as it’s more accessible even if it’s just in the summer.”

“Freeze Sports, MOW and School dinners. MOW will impact on more people.”

“In regards to sports fields, I’d try to keep costs low to enable clubs to keep using them and encourage a greater number to use.”

“I know a lot more people who would go to a leisure centre rather than sports and would be more useful for young people to have cheaper gym than sports fields.”

“I’d freeze school dinners because it’s the only proper meal young people get in a day – it’s vital.”

“Meals on wheels are for people in a vulnerable position. It’s important.”

“Sports clubs are a bit inclusive, it puts people off if they aren’t good enough. If you go to the gym, there’s nothing stopping you. It’s already overpriced, but if leisure centre prices are increased, it would discourage people from going.”

“Sports fields gives people the opportunity to exercise and keep fit... any increases are going to kill off sports fields.”

“MOW – not just food, company, loneliness – very often it’s the only contact people get in a day.”

“Sports fields are a community, young kids can get involved in.!”

“MOW – give back to elderly, it’s about company and social isolation, one hot meal and the ability to talk to someone.”

“School dinners helps people less well off. One choice of meal per day.”

Lido and car parking were areas that were not chosen to be frozen.

Comments included:

“Lido isn’t a necessity; people won’t go there regularly anyway, it’s not as important as the others, like food.”

“There are swimming pools in leisure centres.”

“Lido is more seasonal, 50p won’t affect your life every now and then, increasing prices will help the local economy.”

“Car parking, if we increase prices, people are more likely to use public transport.”

“The increases of 1.5% only work out around 3p more which is not going to break the bank.”

“Encourage use of public transport over car parking, encourage this.”

“Public transport should be improved. Discussions on South Wales Metro will start things off, bans on travelling and congestion charges like private cars in Bristol.”

“With the Lido – people come all round to go there, if people can afford transport to get there etc., they can afford an increase.”

Investments

Borrowing for Investment in our Infrastructure

6.3 The second question was about Council investments. We explained to the groups that the Council doesn’t have enough money in the bank to improve all of these services previously identified as priority areas, however the Council can borrow money over a longer term with a low interest loan to make these improvements.

Young people were asked whether or not they agreed that the Council should borrow money to invest into these areas and what their comments were to support their answers.

21st Century Schools (new and remodelled schools)
Roads & Transport (repairs and resurfacing and major projects)
Recycling & the Environment (improving recycling performance)
Town Centres & Regeneration (improving the town centres)
Empty Properties (Grant to bring properties back into use)
Leisure (improvements to facilities)
Play Areas and Parks (upgrading the equipment and standard)
Extra Care/Community Hubs (focus on independence for older people)
Employment (apprenticeships and graduate placements)
Events/Arts (investment in attractions and theatres)
Flood Alleviation (investing in flood prevention schemes)

**Do
you**

agree that the Council should be doing this?

“We should borrow as the longer you leave it, more of a problem it will be. If we keep improving, services will be better and will have an effect.”

“You’ve got to invest money in a lot of things, if you improve town centres, it would improve other things.”

“Is there a worry about paying back interest?”

“It’s safer to do it now before interest levels go up.”

“Town centres are good to invest into especially as Treorchy won town of the year, people are more likely to visit.”

“I’d agree, if it’s been done already, it should continue to be done. The valleys’ towns need to be invested in.”

“In the long term, it would be worth it. If you look at this school (Y Pant) in comparison to the last one, it’s a lot nicer. More roads, less congestion. Recycling & environment – cut down on waste. In the valleys, there are lots of run down towns that need to be built back up again. Parks, leisure, extra care, employment & apprenticeships is important, a good alternative to university - could reduce student debts. Arts is a good investment, bring people in. Flood prevention – never nice to be flooded.”

“If it’s been done previously to improve facilities, it’s more likely to be a positive and could lead to a better sense of community if we had more funding, people are more likely to use services if they are better.”

“Apprenticeships – a lot of people think they are limited to manual jobs. University isn’t always the right option for them. If there were more apprenticeships in the fields they wanted to go into, they’d be more likely to go into them.”

“Businesses would be booming if more money went into town centres & regen.”

“I would be in favour of the loan, but there is a risk. We need to be looking at what we can do.”

“Seems like a good idea – if you’re already in debt, you don’t use your own money. If you have a plan with contingencies, then it seems like a good idea!”

Youth Engagement

- 6.4 We went on to discuss other elements of the budget survey, specifically youth engagement.

We know the importance of engaging with young people and highly value their input. The Council is proposing to increase the budget to increase engagement and participation of young people.

Do you support this? - Comments – What would you like to see from this?

“Social media – you can find it yourself, you’re more likely to take part.”

“More focus groups with young people, but would like more feedback.”

“Run by young people / students, get young people more involved in consultations.”

“I’d like to see what you could do with TikTok.”

“Do more things like this.”

“This is better because we’re talking through, bouncing ideas – I thought I wouldn’t have an opinion but I have loads.”

“Youth Engagement: No, as the money to pay for it has got to come from somewhere and the other services are more important.”

“Funding towards youth engagement should increase, as many of the R.C.T initiatives put forward for young people provide vital opportunities that people may not normally be able to experience. Schemes such as YEPS and the youth forums make young people feel listened to. It also can serve as a way for young people to escape any negatives faced within their own personal situations.”

“Yes - It is vitally important to engage with young people in this local authority area. Their opinions must be taken into consideration on a whole range of things from public spending to new local authority initiatives. Furthermore, with the introduction of Welsh Assembly votes at 16 in Wales the need for increased youth political engagement and participation has never been greater. Young people could be going to the polls in 2021 with very little ideas about political parties including what they represent and politics in general. This needs to be drastically changed in order to vindicate the decision to give the vote to such a young age demographic.”

Paddling Pools

6.5 Do you think the Council should set aside money every year to support groups to open paddling pools throughout the summer holidays?

“Definitely”

“Initially yes, but then they should become self-funded / independent.”

“I don’t feel the Council should prop up organisations that aren’t profitable.”

“Businesses need to survive on their own going forward.”

“I found the paddling pool essential for my family in the summer.”

“As long as it’s safe, trained life guards, proper upkeep etc ”

“It’s something that is so good for the community.”

“Volunteers run them – paddling pool is a real asset.”

“Funding shouldn’t be set aside as I don’t believe it would be used by many people. The funding should go towards other initiatives that would have more engagement.”

Supporting the Muni Arts Centre

6.6 Do you agree with the Council’s plan to contribute towards supporting the re-opening of the Muni Arts Centre?

“Same idea as pool, important in community, can’t completely rely on Council.”

“Needs to be self-sufficient, needs start from Council but needs to become independent.”

“They have to manage in a way that they will eventually be able to run it alone.”

“I agree with the plan as places like that can serve as good tourism opportunities, which can really boost the local economy for areas that need extra money. It could improve the arts scene in R.C.T and serve as a way to broaden the communities’ horizons.”

“Yes - As someone who has taken an active role in school productions which used to occur at the Muni in Pontypridd, I would be one of the first to sing the praises of the facilities available there...”

“Live music (we’d like to see).”

“The content at the Coliseum etc. doesn’t attract me... comedians and comedies would appeal to me over musicals – maybe they could be advertised more?!”

Schools Budget

6.7 Do you agree that the Council should fully fund our schools for next year?

“Schools budget needs to increase.”

“Yes - As someone who is a key believer in the educational process, I feel that any additional investment into schooling in our local authority area would be worth its weight in proverbial gold as any investment that you put in almost directly corresponds with the quality of education that pupils receive. As with additional funding schools will be able to cover existing budget shortfalls, increase educational provision in lessons and provide more extracurricular opportunities for students. All of this will serve to increase both pupils enjoyment of the educational process and the quality of education that they receive from it. Allowing Welsh pupils to achieve their full potential and become some of the best students across the United Kingdom.”

“This is important for us.”

“Teachers sometimes have to buy resources for their lessons.”

“School buildings need modernising in other areas.”

Other comments

6.8 We ended the session by asking the young people if they had any other comments. The comments were mainly in relation to the focus group sessions. The sessions were very well received with most of the young people keen to take part in future consultations in this format, to express their views.

“Will you be doing more of these (engagement sessions)?”

“This method really works, more of a discussion.”

“Bouncing ideas off each other.”

“More of these types of consultations.”

“Different groups of people.”

“I’d be happy to help with future activities, so long as they don’t conflict with my A-Level revision.”

“Happy to take part again.”

Tudalen wag

School Budget Forum Meeting 28th January 2020

The Council's Draft 2020/2021 Revenue Budget Strategy

Extract from minutes

The School Budget Forum received a presentation from the Service Director – Finance and Improvement Services advising Forum Members of the following:

- 2020/21 Draft Revenue Budget Strategy;
- Council's Current Financial Position (2019/2020);
- Phase 1 Budget Consultation – Headlines; and
- Provisional Local Government Settlement 2020/2021 – Headlines and Implications for RCT.

Following the overview, the Service Director referred the School Budget Forum to the 'Phase 2 Budget Consultation' section of the presentation and indicated that the views of the Forum would now be sought on Cabinet's draft revenue budget strategy for 2020/21.

In terms of Council Tax, Forum Members agreed that 2.85% is a reasonable increase for the 2020/21 financial year.

In respect of schools, the Service Director advised that the draft budget strategy aims to protect schools and the proposal would result in the school budget increasing from £148.9M to £161.6M for 2020/21, an increase of £12.7M (or 8.5%) and mean that schools will be fully funded for the forthcoming year. Discussions ensued and Forum Members agreed that the School Budget increase is a welcomed proposal. However, Forum Members sought confirmation that all schools would receive an 8.5% increase and also clarification around the wording 'fully funded' to ensure an accurate message can be conveyed locally within the context of continual pressures on schools to deliver results. The Head of Finance – Education and Financial Reporting confirmed that the 8.5% increase related to the total school budget and a number of factors at an individual school level will impact on the actual increase received per school, for example, changes in pupil numbers. The Head of Finance went on to provide clarity around 'fully funded' whereby the proposed overall funding level would cover inflationary increases to existing pay and non-pay expenditure areas and increases in pension costs and specific budget areas. The Chief Executive added that the Council recognises the challenging environment schools operate within and emphasised that the Council's proposed budget strategy prioritises and protects school funding levels compared to other Council services, and is the continuation of a strategy that has been applied within Rhondda Cynon Taf for a number of years.

With regard to efficiency savings, Forum Members agreed with the proposed approach and supported the principle for the Council to continue to become more efficient in future years.

For the area of fees and charges, Forum Members sought clarity on the rationale to increase school meal prices for 2020/21 and then introduce a price freeze for the next

2 years. The Council's Leader fed back that the proposed strategy seeks to partly mitigate the risk of food price increases for the 2020/21 financial year and the Council then committing to covering further risks in this regard for financial years 2021/22 and 2022/23 through a price freeze, with this approach continuing to provide on-going price certainty for families during this period.

In terms of the Council borrowing to invest in its infrastructure, Forum Members agreed with this approach.

In respect of other budget strategy proposals, Forum Members welcomed the proposal to invest an additional £250k in youth engagement and also agreed with the £50k proposed investment for paddling pools. Discussions continued and Forum Members queried whether the investment in the Muni Arts Centre (Pontypridd) would have a negative impact on the Park & Dare theatre and the Aberdare Coliseum. The Council's Leader fed back that the programmes across each venue would be planned and complementary to ensure no negative impact, and following consideration, Forum Members agreed with the Council's investment in respect of the Muni Arts Centre.

The Service Director went on to advise Forum Members that after taking into account the other budget strategy proposals, the remaining budget gap amounted to £0.804M. The Service Director indicated that it is proposed for an allocation of £0.804M to be made from a one-off funding reserve set aside for this purpose and would enable a balanced budget to be set for the 2020/21 financial year. The Service Director added that this approach would leave £3.6M in the reserve and Forum Members agreed with the Council's use of this reserve to support balancing the annual budget.

The Service Director informed Forum Members that the views of the School Budget Forum would be fed back to Cabinet at its meeting in February 2020 and incorporated into the Revenue Budget Strategy report presented to full Council in March 2020.

The Chair thanked School Budget Forum members and officers for their comments, and spoke of the challenging position the Council is facing to set a balanced budget for 2020/21 and at the same time continue to invest in key priority areas such as schools.

RHONDDA CYNON TAF COUNCIL FINANCE AND PERFORMANCE SCRUTINY COMMITTEE

Minutes of the meeting of the Finance and Performance Scrutiny Committee held on Wednesday, 29 January 2020 at 5.00 pm at the Council Chambers, The Pavilions, Cambrian Park. Clydach Vale, Tonypany, CF40 2XX.

County Borough Councillors - Finance and Performance Scrutiny Committee Members in attendance:-

Councillor M Powell (Chair)

Councillor G Thomas	Councillor G Holmes
Councillor S Bradwick	Councillor R Yeo
Councillor W Lewis	Councillor J Williams
Councillor T Williams	Councillor J Cullwick
Councillor G Caple	Councillor A Fox

Officers in attendance:-

Mr A Wilkins, Director of Legal Services
Mr P Griffiths, Service Director – Finance and Improvement Services
Ms S Davies, Head of Finance – Education and Financial Reporting
Mrs Sarah Handy, Graduate Scrutiny Officer

County Borough Councillors in attendance:-

Councillor M Adams, Chair of the Overview and Scrutiny Committee
Councillor M Norris, Cabinet Member for Corporate Services

40 Declaration of Interest

In accordance with the Council's Code of Conduct, there were no declarations made pertaining to the agenda.

41 Apologies

Apologies of absence were received from County Borough Councillors M. Diamond, A. Davies-Jones and S. Rees-Owen.

Extract from minutes

The Council's Draft 2020/21 Revenue Budget Strategy

With the aid of a PowerPoint presentation the Service Director – Finance and Improvement Services provided Members with an overview of the:

- 2020/21 Draft Revenue Budget Strategy;
- Council's Current Financial Position (2019/2020);

- Phase 1 Budget Consultation – Headlines;
- Provisional Local Government Settlement 2020/2021 – Headlines and Implications for RCT; and
- Phase 2 Budget Consultation.

The Service Director indicated that the overview provided the opportunity for the Committee to pre-scrutinise the draft Revenue Budget Strategy proposals for 2020/21 and also that the views of the Committee would be fed back to Cabinet at its meeting in February 2020 and incorporated into the Revenue Budget Strategy report presented to full Council in March 2020.

Members noted the overview and discussions ensued.

The Vice Chair referred Members to page 61 of the report and queried if the RCT rate of inflation differed from the Consumer Price Index (CPI) rate of inflation. The Service Director indicated that there is not an all-encompassing RCT rate of inflation and explained that the Council uses the CPI rate as a ‘starting point’ and the budget setting process takes account of local inflationary factors that impact on the cost of service delivery in Rhondda Cynon Taf, for example, changes in energy and food costs.

A further query was raised by Councillor Cullwick in respect of the increase in Welsh Government’s Social Care Workforce and Sustainability Pressures Grant from £30Million to £40Million at an all Wales level for 2020/21. The Service Director confirmed that this funding is used to fund the Council’s core base budget and the indicative allocation to the Council was £3.4Million.

Discussions continued and the following Budget Consultation questions were put to Members in order to obtain the Committee’s feedback.

In respect of Council Tax, Members were asked whether they agreed with the increase of 2.85% for the next financial year. Overall, the majority of Members agreed with this increase; however, the Chair queried the difference between the majority of respondents in the Phase 1 consultation process agreeing to a 3% increase and the Council’s proposal to increase by 2.85%. The Service Director fed back that overall 85% of respondents in the phase 1 consultation process supported a 3% or less increase and the draft strategy has taken this information into account together with the better than anticipated provisional settlement level from Welsh Government in proposing a lower Council Tax level.

Discussions ensued and Councillor Cullwick queried whether the United Kingdom General Election in December 2019 had impacted on the information included within the phase 1 budget consultation process or information fed back by respondents. The Director of Legal Services fed back that the Council’s phase 1 consultation process provided opportunity for consultees to feedback their views on the key strategic building blocks

of the Council's budget for 2020/21 and noted that it commenced on 21st November 2019, prior to the United Kingdom General Election result, and closed on the 16th December 2019, the same day as the provisional local settlement was published by Welsh Government. The Director added that the phase 2 process takes account of the provisional local government settlement information as part of seeking feedback on Cabinet's draft revenue budget strategy for 2020/21.

In respect of Schools Budget, Members supported the proposal for the Council to fully fund schools for the next financial year.

With regard to efficiency savings, Members supported the proposed approach and agreed that the Council should continue to become more efficient going forward in future years. Councillor Yeo emphasised that there remain opportunities for the Council to become more efficient, for example, through the roll-out of agile working. The Vice Chair agreed that the Council needs to be as efficient as possible, stressed that the Council needs to define the word "efficiencies" as part of its consultation process and ensure that efficiency savings are carefully planned prior to implementation. The Service Director informed Members that the Council recognises the on-going delivery of efficiency savings at the level built into the 2020/21 draft budget strategy and also the levels delivered in previous years is becoming increasingly difficult to achieve, and added that clarity on what the Council defines as 'efficiency' is included within the consultation documentation i.e. budget savings that do not impact on frontline services. The Service Director went on to confirm that prior to efficiency savings being built into the Council's draft budget, they are robustly reviewed to ensure that they are deliverable and Members can monitor the Council's financial performance in-year as part of quarterly performance reports presented to the Finance and Performance Scrutiny Committee.

Councillor Cullwick sought clarity on the involvement of staff in respect of efficiency savings. The Service Director fed back that staff are encouraged to identify budget savings opportunities and, where relevant, are involved and supported as part of implementing budget saving measures.

In terms of the proposed treatment of fees and charges, Members agreed with the standard approach of a 1.5% increase together with the proposed specific exceptions. The Chair sought clarity on the £0.50 increase at the Pontypridd Lido and whether this also related to the use of the facility for children under 16. The Service Director feedback that the £0.50 increase related to the adult entry price only and that children under 16 will remain free of charge.

In the absence of Mr Fish, the Voting Elected Parent/Governor Representative, the Chair put forward questions that Mr Fish had provided to the Chair prior to the meeting. Mr Fish requested that whilst the proposal to increase the School Budget by 8.5% for the forthcoming

year is welcomed, assurance was sought that all schools would receive this level of increase without any subsequent efficiency saving requirement. The Head of Finance - Education and Financial Reporting advised Members that the 8.5% increase relates to the total school budget as a whole and a number of factors at an individual school level will impact on the increase received per school, for example, changes in pupil numbers. The Head of Finance added the requirement for a School to deliver an efficiency saving will depend on each individual school's spending plans for 2020/21, including its staffing requirement.

A further question was put forward from Mr Fish seeking clarity around the £0.05 increase in school meals and then the price frozen for 2 years compared to other fees and charges being frozen in 2020/21. The Service Director - Finance and Improvement Services provided context for Members in that school meal prices had been frozen for 3 of the last 5 years and the cumulative percentage increase over this period equated to just over 6%.

Discussions continued in respect of the Council borrowing to invest in its infrastructure. The Chair sought clarification as to the borrowing percentage (interest rate) that the Council would use and the Head of Finance - Education and Financial Reporting advised Members that the percentage would only be known at the point in time when the Council needs the investment. The Chair also sought clarity on the length of the repayment period for borrowing purposes and the Head of Finance advised that the repayment period would follow the expected life of the asset(s) acquired / enhanced.

In respect of other budget strategy proposals, Members agreed with the additional £250k investment in youth engagement and with the £50k investment in respect of paddling pools. Members also agreed with the Council's investment in the Muni Arts Centre; however, the Chair queried what the £105k would be spent on. The Service Director informed Members that the investment would support operational costs to enable the Centre to be re-opened in 2020. The Vice Chair praised the progress that has been made in respect of the Muni Arts Centre and emphasised that investment in the Arts is welcomed, particularly in light of the impact of austerity over a number of years.

The Service Director also informed Members that other budget strategy elements proposed related to:

- Local NDR Relief Scheme;
- Home to School Transport (Procurement efficiencies);
- Council Tax Reduction Scheme; and,
- Supported Accommodation Strategy.

The Service Director went on to advise Members that after taking into account all of the other budget strategy proposals, the remaining budget gap amounts to £0.804M. The Service Director indicated that the Council

has set aside a reserve of one-off funding to support balancing the annual budget and it is proposed that an allocation of £0.804M is made from this funding for 2020/21. The Service Director added that this proposal would provide a balanced budget for 2020/21 and would leave £3.6M in the reserve fund. Members agreed with the Council's use of the reserve fund as part of setting a balanced 2020/21 revenue budget strategy.

Members were then asked to provide any additional comments in respect of the proposed budget strategy:

- Councillor Yeo praised the budget strategy, particularly in light of the Council's investment in adult services.
- Councillor Cullwick queried whether an opposition party could put forward a different proposed budget strategy and the Service Director advised that alternative suggestions would be welcomed.
- Councillor Lewis sought clarification as to the methods being used by the Council to engage the public in the consultation process. The Service Director advised Members that a comprehensive approach is taken that includes: an on-line questionnaire; face to face 'public drop in events'; engaging with the Older Persons Advisory Group, Disability Forum, Young Persons engagement and the School Budget Forum; and promotion through social media. Councillor Lewis also sought clarity around how the results of the consultation are being fed back to the public. The Service Director informed Members that the results are fed back to specific groups as part of phase 2 of the consultation process and the full consultation report is available on the Council's website.

In conclusion, the Service Director stated that the views of Members of the Committee would be fed back to Cabinet at its meeting in February 2020 and would be presented to full Council in March 2020.

The Chair thanked the Service Director for the presentation.

Following a discussion, Members **RESOLVED**;

1. That the views expressed by the Members, as set out in the body of the minutes, are fed back to Cabinet in respect of their budget strategy proposals.

This meeting closed at 7.25 pm

**CLLR M. POWELL
CHAIR.**

Tudalen wag



RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

20th FEBRUARY 2020

THE COUNCIL'S CAPITAL PROGRAMME 2020/21 – 2022/23

REPORT OF THE DIRECTOR OF FINANCE AND DIGITAL SERVICES IN DISCUSSION WITH THE LEADER OF THE COUNCIL, CLLR A MORGAN

Author: Barrie Davies (01443 424026)

1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to provide Cabinet with a proposed three year capital programme for 2020/21 to 2022/23 that if acceptable, will be presented to Council for approval.

2. RECOMMENDATIONS

It is recommended that the Cabinet:

- 2.1 Review, and if acceptable propose the attached three year capital programme at Appendix A to Council on 4th March 2020 which includes:
- 2.1.1 A review and proposed release of earmarked reserve balances as detailed in paragraph 5.3 of the attached report;
 - 2.1.2 Proposed investment priorities as detailed in paragraph 6.2 of the attached report;
 - 2.1.3 The Council's core capital programme;
 - 2.1.4 The Council's total capital programme including additional non core funding.
- 2.2 Authorise the Director of Finance and Digital Services to amend the level of Council Resources required to fund the Core Three Year Capital Programme as shown at Appendix 2 as a consequence of any change to the Council's capital resource levels announced in the Final Local Government Settlement.

3. REASONS FOR RECOMMENDATIONS

- 3.1 To agree that the report at Appendix A is acceptable and is proposed by Cabinet to Council in March 2020.

4. BACKGROUND

- 4.1 Cabinet agreed the recommendations in the report presented on the 25th January 2018 titled "[Delivering the Corporate Plan – “The Way Ahead” – Investing for the future](#)". These were to agree in principle to a strategic outline capital investment programme of in excess of £300M over the next 5 years over and above its recurring annual capital programme, and that regular reports are presented to Cabinet and full Council. The draft report at Appendix A expands on this and proposes the Council's three year capital programme commencing 1st April 2020.
- 4.2 A new Corporate Plan "Making a Difference" 2020-2024 is being considered alongside this updated capital programme, which reinforces the need to continue to live within our means, deliver an efficient and effective Council, maximise opportunities and have a shared responsibility.

5. THE FINAL LOCAL GOVERNMENT SETTLEMENT FOR 2020/21

- 5.1 The timing of the Local Government Settlement for 2020/21 has been extremely uncertain throughout the autumn 2019 period, with the provisional settlement being announced on the 16th December 2019.
- 5.2 The Final Local Government Settlement for 2020/21 is expected to be received on the 25th February 2020.
- 5.3 The Minister for Housing and Local Government has indicated that there are no intentions to make any significant changes to the methodology or the data underpinning the Provisional Settlement for the purposes of the Final Settlement. Whilst this provides some comfort of there being no significant changes between Provisional and Final Settlements, the risk of change clearly remains.
- 5.4 In order to ensure that Cabinet are able to recommend a balanced capital programme to Council on the 4th March 2020, and given the timing of the Final Settlement (25th February 2020), it will be necessary to authorise the Director of Finance and Digital Services to amend the programme to deal with any change between Provisional and Final Settlement. It is proposed that any change is dealt with by means of amending the contribution from Council Resources across the 3 year programme, providing the opportunity to rebalance as necessary into future years.

6 EQUALITY AND DIVERSITY IMPLICATIONS

- 6.1 An Equality Impact Assessment is not needed because the contents of this report relate solely to the proposed report to Council at Appendix A.

7 CONSULTATION

- 7.1 Details regarding consultation relating to the Council's budget strategy are subject to a separate report.

8 FINANCIAL IMPLICATION(S)

8.1 All financial implications are included in the proposed report to Council at Appendix A.

9 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

9.1 There are no legal implications as a result of the recommendations set out in the report.

10 LINKS TO THE CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT.

10.1 The Council's capital programme is focussed on investing capital resources in line with all the Corporate Plan priorities. The capital investment also contributes to all of the seven national well-being goals.

11 CONCLUSION

11.1 The draft report at Appendix A sets out the proposed capital programme from 1st April 2020 to 31st March 2023.

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

20th FEBRUARY 2020

**REPORT OF THE DIRECTOR OF FINANCE AND DIGITAL SERVICES IN DISCUSSION
WITH THE LEADER OF THE COUNCIL, CLLR A MORGAN**

Item: THE COUNCIL'S CAPITAL PROGRAMME 2020/21 – 2022/23

Background Papers

Cabinet 25th January 2018; Delivering the Corporate Plan – “The Way Ahead” – Investing for the Future.

Officer to contact: Barrie Davies (01443 424026)



RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2019-2020

COUNCIL

4th MARCH 2020

**THE COUNCIL'S THREE YEAR CAPITAL PROGRAMME 2020/21 – 2022/23
INCORPORATING A REVIEW OF EARMARKED RESERVES**

REPORT OF THE CABINET

**AUTHOR: BARRIE DAVIES, DIRECTOR OF FINANCE AND DIGITAL SERVICES
(01443) 424026**

1.0 PURPOSE OF REPORT

1.1 This report sets out the Council's proposed Capital Programme for 2020/21 to 2022/23, following receipt of the provisional local government settlement for 2020/21.

2.0 RECOMMENDATIONS

It is recommended that Members:

2.1 Note the detail of the provisional 2020/21 local government settlement for capital expenditure, reproduced at Appendix 1;

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

2.3 Agree to undertake Prudential Borrowing as set out in paragraph 5.5;

2.4 Agree to allocate the funding released from Earmarked Reserves and Prudential Borrowing funding to the investment priorities as detailed in paragraph 6.2;

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

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

- Prudential borrowing to support 21st Century School Schemes, the Llys Cadwyn (Taff Vale) Development and Highways Improvements schemes;
- Capital grants for specific schemes;
- Third party contributions;
- Additional Council resources previously allocated to support existing schemes and Corporate Plan investment priorities;
- The investment priorities detailed in paragraph 6.2, which are funded by additional one off WG capital funding detailed in paragraph 3.2, the release of Earmarked Reserves as per paragraph 5.3, and Prudential Borrowing as per paragraph 5.5.

3.0 BACKGROUND

3.1 Members will be aware that each year the Council is allocated a sum of unhypothecated “Supported” borrowing and General Capital Grant from the Welsh Government (WG). Details of the provisional allocation for 2020/21 are shown at Appendix 1. The funding for 2020/21 has increased to £13.677M as a consequence of WG increasing General Capital funding over 3 years (to 2020/21) by £100M (in total), as well as an additional £15M announced in the 2020/21 provisional settlement. Our estimate of the annual base allocation for 2020/21 is £10.985M and our estimated share of the additional allocations is £2.692M. Even with this additional funding, there is still a reduction of £3.629M compared to 10 years ago:

Year	WG Capital Support
2010/11	£17.306M
2011/12	£13.856M
2012/13	£12.828M
2013/14	£11.328M
2014/15	£11.194M
2015/16	£11.154M
2016/17	£11.164M
2017/18	£11.232M
2018/19	£11.214M
2019/20	£13.441M
2020/21	£13.677M

3.2 In determining our core capital funding for 2020/21 we have included the base annual allocation of £10.985M, with the additional £2.692M allocated to fund the investment priorities in paragraph 6.2. As referenced in paragraph 3.1, 2020/21 is the final year of the additional WG General Capital funding, so in the absence of any indications of settlement levels beyond 2020/21, we have assumed WG funding for 2021/22 and 2022/23 to be at a level without the additional funding.

3.3 This base allocation, together with estimated Capital Receipts and the utilisation of Capital Reserves, represents the Council’s ‘Core’ capital funding. The wider overall capital programme however includes approved prudential borrowing, specific grants and agreed additional investment in our key priorities.

4.0 THE NEW THREE YEAR PROGRAMME (2020/21 TO 2022/23)

4.1 The proposed new 3 year capital programme for 2020/21 to 2022/23 represents a total investment of **£131.772M**. This comprises:

- A Core programme of £42.300M over the next 3 years;
- Prudential borrowing of £20.249M to support the 21st Century Schools Programme, the Llys Cadwyn (Taff Vale) Development and Highways Improvements schemes;
- Specific grants of £16.819M;
- Third party contributions of £1.048M;
- Earmarked reserves and revenue contributions previously allocated to schemes and investment priorities of £29.223M;
- Capital receipts, in addition to the 3 year core allocation, of £10.283M; and
- If agreed, additional and reallocated earmarked reserves of £1.658M and additional prudential borrowing of £7.500M to fund the investment priorities detailed in paragraph 6.2, alongside the one off WG capital funding of £2.692M.

4.2 Having due regard to the level of available capital resources, both from WG and from our own capital receipts, the new core programme for 2020/21 to 2022/23 is set at £14.1M per year. This represents a fully funded £42.3M core programme across the 3 years.

4.3 There remains a risk that the projected capital receipts are less than anticipated and projections will continue to be closely monitored.

4.4 Whilst allocating core resources for three years, there remains the requirement for us to continue to review and challenge any commitments made into years two and three, to robustly monitor capital receipt projections and to position ourselves to respond as appropriate and necessary as we move forward.

4.5 Given the timing of external funding approval processes, it will be necessary to maintain flexibility of funding across individual schemes in order to ensure the most efficient delivery of the overall programme.

4.6 Details of the overall capital programme for the 3 year period are set out in Section 7 of this report.

5.0 REVIEW OF EARMARKED RESERVES AND AVAILABLE FUNDING

EARMARKED RESERVES

5.1 As reported to Council in the Statement of Accounts (31st July 2019), the Council has revenue stream earmarked reserves at the 31st March 2019 of £41.867M (£64.157M at 31st March 2018) which are set aside for a variety of purposes. In addition, there are specific reserves relating to Capital Funding, Insurance and Treasury Management.

5.2 The level and use of earmark reserves is constantly reviewed as part of the Council's robust financial management arrangements. Budget setting and accounts closure traditionally provide opportunities for more in depth reviews and Cabinet

have specifically requested that the Section 151 Officer undertake a detailed risk assessment of earmarked reserves with a view to:

- Assessing the underlying financial risk for which they have been set aside to determine if it remains or whether circumstances have changed;
- The extent to which any amounts set aside for investment (Prior Year Commitments – Service “Carry Forwards”) have been contractually committed;
- Being clear on the reasons for holding reserves and ensuring that they are sufficient, but not excessive; and
- The need for continued support of a robust Medium Term Financial Plan.

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

a) Financial Management and Human Resources Risk Management (£13.636M as at 31st March 2019)

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

A review has been undertaken of the levels of risk associated with the relevant areas to which these reserves relate.

Following this review, it is proposed that a sum of **£0.750M** can be released from this reserve (following the £1.050M released in October 2019).

b) Investment/Infrastructure (£6.534M as at 31st March 2019)

Sums are set aside to fund current and future costs of maintaining and enhancing infrastructure across the County Borough.

Following review, it is proposed that a sum of **£0.908M** is released from this reserve (following the £3.862M released in October 2019).

5.4 The total amount of reserves therefore which have been identified to be released amounts to **£1.658M**.

PRUDENTIAL BORROWING

5.5 The Council’s Revenue Budget Strategy 2020/21 has identified the opportunity to set aside £0.500M of revenue resource to enable, through the use of prudential borrowing powers, **£7.500M** of capital resource to be further invested in our priority investment areas.

FUNDING AVAILABLE

5.6 The Section 151 Officer is content that releasing the above resource does not compromise our financial standing. As such, Cabinet have carefully considered the options available around the use of the resources identified above. A key consideration continues to be supporting the delivery of the Council’s Corporate Plan 2016 – 2020, the proposed new Corporate Plan “Making a Difference” 2020 –

2024 (which is being considered alongside this updated capital programme) and the strategic outline capital investment programme of in excess of £300M over the next 5 years (over and above the recurring Capital Programme), as agreed by Cabinet on the 25th January 2018.

- 5.7 As such, Cabinet are content to propose to fully release the £1.658M of earmarked reserves which, in addition to the Prudential borrowing of £7.500M (funded from £0.500M of revenue base budget as detailed in the revenue budget strategy for 2020/21) and the additional one off WG capital funding of £2.692M (referenced in paragraph 3.2) results in total available funding of **£11.850M**.

6.0 INVESTMENT PRIORITIES

- 6.1 The Cabinet believe that the most appropriate use of these one off resources is to invest in our infrastructure and to support the aspirations and priorities of the Corporate Plan as presented in the reports referenced above.
- 6.2 In being able to support the above objectives, Cabinet have identified the following specific areas which it is proposed that Council agree can be invested in, with funding available through use of one off reserves, existing resources and additional prudential borrowing:

Investment Priority	£M
Highways & Roads	1.500
Highways Structures	2.000
Parks Structures	0.750
Making Better Use/Traffic Developments	0.450
A4119 Dualling	1.000
Llanharan Bypass	0.500
Treorchy Link	0.100
Aberdare Bypass	1.000
Tonyrefail Roundabout	0.500
Flood Alleviation Works	0.400
Dinas Depot and Community Recycling Centre	0.250
Town Centre Regeneration	0.200
Extra Care	1.000
Parks & Green Spaces	1.000
Play Areas	0.500
Community Hubs	0.400
Tackling Poverty Fund	0.300
Total Council Investment	11.850

- 6.3 Further details on the investments proposed in paragraph 6.2 are included in section 7.

7.0 THE THREE YEAR CAPITAL PROGRAMME 2020/21 – 2022/23

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

CHIEF EXECUTIVE'S GROUP

7.2 The latest projections show expected full year capital spend of £4.953M for the Chief Executive's Group in 2019/20.

7.3 The total resources for 2020/21, as outlined in the proposed three-year Capital Programme is £2.019M.

7.4 As part of the Council's on-going programme to ensure high standards of health and safety and operational efficiency within its premises, appropriate resources continue to be allocated to our operational accommodation, the management and remediation of Asbestos and Legionella, and also invest to save initiatives.

PROSPERITY, DEVELOPMENT AND FRONTLINE SERVICES

7.5 The latest projections show expected full year capital spend of £84.762M for Prosperity, Development and Frontline Services in 2019/20.

7.6 The total resources for 2020/21, as outlined in the proposed three-year Capital Programme is £56.969M.

7.7 As identified in 6.2 additional investment has been provided in Prosperity, Development and Frontline Services in the following areas:

- Highways & Roads - £1.500M
- Highways Structures - £2.000M
- Parks Structures - £0.750M
- Transport Infrastructure - £3.550M (Making Better Use/Traffic Developments, A4119 Dualling, Llanharan Bypass, Treorchy Link, Aberdare Bypass and Tonyrefail Roundabout)
- Flood Alleviation Works £0.400M
- Dinas Depot and Community Recycling Centre £0.250M
- Town Centre Regeneration - £0.200M
- Tackling Poverty Fund - £0.300M

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

PROSPERITY AND DEVELOPMENT

7.8 The Council's Capital Programme continues to provide a long term funding commitment to the economic regeneration of the County Borough and in doing so supports one of the Council's proposed new Corporate Plan Priorities: 'Prosperity – Creating the opportunity for people and businesses to: be innovative; be entrepreneurial; and fulfil their potential and prosper'.

- 7.9 In addition to the above, sustained investment has been maintained across a range of funding streams, supported by external funding and the Corporate Plan Investment Priorities. This has enabled a wide range of regeneration activity to be delivered to benefit the local economy.
- 7.10 The Council will continue to work with partners to develop and progress exciting and innovative schemes such as:
- Redevelopment of the Taff Vale site with the Llys Cadwyn development;
 - Pontypridd YMCA – Redeveloping the YMCA to be fit for the future as a community centre for creative arts facilitating social enterprise, training opportunities and community involvement;
 - Development of modern business accommodation with new units at Robertstown, Aberdare and Coed Ely near Tonyrefail;
 - Townscape Enhancements across our key town centres – a targeted approach to upgrading town centre buildings for increased business and commercial use and continuing to improve the quality of the townscape providing business investment and employment growth;
 - Development of a new integrated Transport Hub at Porth as part of the Porth Town Centre Regeneration Strategy;
 - Development and improvement of a range of visitor facilities at Dare Valley Country Park as part of its designation as a Valleys Regional Park Destination Gateway;
 - Strategic Opportunity Areas – a number of Strategic Opportunity Areas have been developed to deliver economic growth and job creation in Rhondda Cynon Taf. These areas are:
 - Cynon Gateway – Energising the Region;
 - The Wider Pontypridd, Treforest – Edge of the City, heart of the Region;
 - Pontypridd Town – Pivotal in the Region;
 - A4119 Corridor – Regional Rhondda Gateway; and
 - Llanilid on the M4 – Driving the Regional Economy.
- 7.11 The programme of regeneration projects will add value to the significant regeneration investment that has already taken place and will act as a catalyst for further regeneration activity.

PRIVATE SECTOR HOUSING

- 7.12 This programme comprises the following schemes, and in doing so contributes to the one of the Council's proposed new Corporate Plan Priorities: 'People – Are independent, healthy and successful':
- Disabled Facilities Grants, Maintenance Repair Assistance Grants and Renovation Grants in Exceptional Circumstances;
 - Empty Properties Grants Investment scheme;
 - Community Regeneration budget which provides grants to support a number of initiatives underpinning the affordable warmth and energy efficiency agenda; and
 - Tackling Poverty Fund.

FRONTLINE SERVICES

Highways Technical Services

- 7.13 A budget for 2020/21 of £15.257M has been allocated to the next phase of the Council's Highways Improvement programme and in doing so supports one of the Council's proposed new Corporate Plan Priorities: 'Places – Where people are proud to live, work and play'. Schemes comprise:
- Road surface treatments and resurfacing – £7.801M;
 - Car park improvements – £0.045M;
 - Major repairs to structures such as bridges and walls – £6.051M;
 - Parks Structures Improvements – £1.000M;
 - Street lighting replacement and upgrades – £0.200M; and
 - Traffic Management - £0.160M.

Strategic Projects

- 7.14 A budget for 2020/21 of £9.764M has been allocated to Strategic Projects for major transportation infrastructure schemes and to extend and enhance the programme of pinch-point and highways network improvement projects as well as road safety, traffic management and drainage improvements. Schemes comprise:
- Transportation Infrastructure which includes Park & Ride schemes, Mountain Ash Cross Valley Link, Llanharan Bypass, A4119 Coed Ely Dualling, Cynon Gateway North, Gelli – Treorchy Link Road, and the Making Better Use programme – £9.224M; and
 - Drainage Improvements – £0.540M.
- 7.15 In recent years a number of grants have been made available by WG for delivery of projects on the transportation network. These include Local Transport Fund, Local Transport Network Fund, Active Travel, together with two new grants; Resilient Road Fund and Ultra Low Emission Vehicle Fund, as well as Road Safety Grant, Safe Routes in the Community Grant and Flood Alleviation Schemes. Guidance has been issued and bids for Road Safety schemes were submitted on 24th January 2020, with other transport related grants due for submission during February 2020 for 2020/21 funding. It is anticipated that available grants will be confirmed during March 2020.
- 7.16 A supplementary report on the detail of proposed schemes for Highways, Transportation & Strategic Projects will be presented to Cabinet shortly.

WASTE STRATEGY

- 7.17 The budget for 2020/21 is £2.147M. This relates to the Eco Park at Bryn Pica, the new Materials Recovery Facility, further developments at Dinas Community Recycling Facility and a project to develop solutions for the treatment and recycling of absorbent hygiene products.

FLEET

- 7.18 The 3 year rolling programme for replacement vehicles continues. The 3 year allocation is £8.085M. This service area is subject to ongoing assessment and

continuous review of requirements.

EDUCATION AND INCLUSION SERVICES

- 7.19 The latest projections show expected full year capital spend of £31.932M for Education and Inclusion in 2019/20.
- 7.20 The total resources available to Education and Inclusion for 2020/21, as outlined in the proposed three-year Capital Programme is £25.243M and will support one of the Council's proposed new Corporate Plan priorities: 'Prosperity – Creating the opportunity for people and businesses to: be innovative; be entrepreneurial; and fulfil their potential and prosper'.

SCHOOLS

- 7.21 The Council will continue to deliver and support its long term strategic investment programme of modernisation to create school environments that meet the needs of our communities and provide the best learning provision and outcomes for young people and the wider community. The programme of capital investment is supported with Council funding, WG 21st Century Schools and Colleges Programme Band B Capital Grant, WG Reducing Infant Class Sizes Capital Grant, WG Increasing Welsh Medium Provision Capital Grant, WG Childcare Grant, WG Community Hub Grant and Community Infrastructure Levy funding. The following key school projects are either in progress or planned, and are included in the overall strategic programme and include a combination of refurbishments, remodelling, demolitions and new buildings:

- Ffynnon Taf Primary – to create a community room/childcare facility and construct a four classroom extension and hall to increase capacity at the school;
- Gelli Primary – to construct a two classroom extension and external play area improvements;
- Llanharan Primary – to construct a two classroom extension and external play area improvements;
- YGG Aberdar – to construct a four classroom extension to increase capacity; car parking provision; and to create a dedicated meithrin, to expand identified need in the community delivering additional fee paying childcare services for the area;
- YGG Abercynon – to create and establish a new childcare setting into dedicated premises on the school site to expand identified need in the community;
- YGGG Llantrisant – to construct a two classroom extension to increase capacity at the school;
- Gwauncelyn Primary – to construct on-site dedicated childcare facilities to expand identified need in the community allowing the school to regain much needed teaching space;
- Cwmlai Primary – to deliver dedicated childcare facilities on the school site to expand identified need in the community and refurbish areas of the existing school for capacity to be increased;
- Dolau Primary – to create and establish dedicated childcare facilities on the school site to expand identified need in the community;
- Treorchy Primary – to deliver dedicated childcare facilities on the school site

- and refurbish areas of the existing school;
- Tonyrefail Community School – the construction of a new 3-19 school with improved external sports facilities, including a new 3G pitch at the adjacent leisure centre, is complete. Completion of all external works will be summer 2020;
- Treorchy Comprehensive School – to significantly remodel a three-storey classroom block. Completion is due in summer 2020;
- Hirwaun Primary – to build a brand new primary school on the existing school site. Completion of the project, including all external works, will be summer 2021.

PLANNED MINOR CAPITAL WORKS

- 7.22 The planned minor capital works programme allocation for 2020/21 is £5.785M. The allocation includes an on-going rolling programme for kitchen refurbishments/remodelling, window & door replacements, essential works, electrical rewiring, fire alarm upgrades, toilet refurbishments, Equalities Act/compliance works, access condition surveys, boiler replacement, roof renewal, improvements to schools, asbestos remediation works, schools investment programme and capitalisation of IT hardware/software & licences.
- 7.23 A supplementary report detailing proposals of works for consideration within the above mentioned programme will be presented to Cabinet shortly.

COMMUNITY AND CHILDREN'S SERVICES

- 7.24 The latest projections show expected full year capital spend of £12.133M for Community and Children's Services in 2019/20.
- 7.25 The total resources available to Community and Children's Services for 2020/21, as outlined in the proposed three year Capital Programme, is £7.484M.
- 7.26 As identified in 6.2 additional investment has been provided in Community and Children's Services in the following areas:
- Extra Care Facilities - £1.000M
 - Parks & Green Spaces - £1.000M
 - Play Areas - £0.500M
 - Community Hubs - £0.400M

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

ADULT AND CHILDREN'S SERVICES

- 7.27 The programme for Adult and Children's Services includes a budget of £4.895M in 2020/21. This will continue to fund the essential refurbishment and improvement works to the Council's Adult & Children's Services establishments, including asbestos costs, in line with care standards and health & safety legislation. Also included are additional costs associated with Telecare Services.

- 7.28 These investments will support one of the Council's proposed new Corporate Plan Priorities: 'People – Are independent, healthy and successful'.

PUBLIC HEALTH AND PROTECTION

- 7.29 The Public Health and Protection programme has a budget of £2.589M in 2020/21. This budget is allocated across the ongoing rolling programmes for Parks Improvements, Cemeteries and Community Safety measures. Also included in this budget are allocations for investment and improvement works at Leisure Centres and Play Areas. These areas of investment support one of the Council's proposed new Corporate Plan Priorities: 'Places – Where people are proud to live, work and play'.

8.0 EQUALITY AND DIVERSITY IMPLICATIONS

- 8.1 In developing the Council's proposed Capital Programme for 2020/21 to 2022/23, 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 recommendations in terms of equality and discrimination.

9.0 CONSULTATION

- 9.1 Consultation and engagement has been undertaken as part of formulating the revised programme and this was also built into the wider consultation exercise undertaken in respect of the recommended 2020/21 Revenue Budget Strategy, particularly in respect of investment priorities and community benefits.

10.0 FINANCIAL IMPLICATION(S)

- 10.1 The financial implications of the recommendations are set out in the main body of the Report.

11.0 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

- 11.1 The Council's proposed Capital Programme for 2020/21 to 2022/23 complies fully with all legal requirements.

12.0 LINKS TO CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

- 12.1 The Council's proposed Capital Programme for 2020/21 to 2022/23 has been formulated to support the delivery of the Council's strategic priorities, as set out within the Corporate Plan 2016 – 2020 and the proposed new Corporate Plan "Making a Difference" 2020 – 2024, with these documents being aligned to the

goals and principles included within the Well-Being of Future Generations Act.

13.0 CONCLUSIONS

- 13.1 The three year Capital Programme is a key component of the overall Medium Term Financial Planning and Resources Strategy for this Council. Targeted capital investment can make a significant impact on service delivery and used effectively, is able to underpin the Council's Corporate Plan Priorities, where relevant.
- 13.2 This report sets out the capital investment priorities for the Council through to March 2023. It represents an ambitious and significant level of investment (£131.772M) over the next 3 years.
- 13.3 The programme includes some element of slippage identified throughout 2019/20, which is subject to change when final spend for the capital programme is known and the 2019/20 accounts are finalised. Any changes to slippage will be reported to Members in the quarterly performance reports.
- 13.4 This report has also identified the opportunity to invest £11.850M of additional resources in our local area including our own assets in order to improve the services which are available to our residents.
- 13.5 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 2020/21.

Welsh Local Government Revenue Settlement 2020-2021

Provisional

Table 2a: Breakdown of General Capital Funding (GCF), by Unitary Authority, 2020-21

Unitary Authority	General Capital Funding 2020-21 (1)	of which:	
		General Capital Grant (2)	Unhypothecated Supported Borrowing (3)=(1)-(2)
Isle of Anglesey	4,324	2,165	2,159
Gwynedd	8,116	4,063	4,053
Conwy	6,819	3,414	3,405
Denbighshire	5,999	3,004	2,995
Flintshire	8,156	4,083	4,073
Wrexham	7,144	3,577	3,567
Powys	9,108	4,560	4,548
Ceredigion	5,719	2,863	2,856
Pembrokeshire	7,481	3,745	3,736
Carmarthenshire	11,834	5,925	5,909
Swansea	12,984	6,501	6,483
Neath Port Talbot	8,989	4,500	4,489
Bridgend	7,983	3,997	3,986
The Vale of Glamorgan	6,796	3,403	3,393
Rhondda Cynon Taf	13,677	6,848	6,829
Merthyr Tydfil	3,159	1,582	1,577
Caerphilly	9,743	4,878	4,865
Blaenau Gwent	3,870	1,938	1,932
Torfaen	5,461	2,734	2,727
Monmouthshire	4,840	2,423	2,417
Newport	8,204	4,107	4,097
Cardiff	17,431	8,727	8,704
Total unitary authorities	177,837	89,037	88,800

(1) General Capital Funding is split into Unhypothecated Supported Borrowing (USB) and General Capital Grant (GCG).

(2) General Capital Grant is distributed in proportion to total General Capital Funding.

(3) The USB is derived by subtracting the General Capital Grant allocations from the General Capital Funding.

PROPOSED "CORE" THREE YEAR CAPITAL PROGRAMME

2020 / 2023

SERVICE GROUPS	2020-21	2021-22	2022-23
	£M	£M	£M
Chief Executive's Group	1.325	1.325	1.325
Prosperity, Development and Frontline Services	7.870	7.870	7.870
Education & Inclusion Services	3.915	3.915	3.915
Community & Children's Services	0.990	0.990	0.990
Total Capital Expenditure	14.100	14.100	14.100

Estimated Resources Required to Fund Capital Programme

Welsh Government General Capital Funding (Provisional)

Supported borrowing	6.829	6.829	6.829
General Capital Grant	6.848	4.156	4.156
Total WG Funding	13.677	10.985	10.985

Additional one off WG capital funding reallocated to fund
Investment Priorities

-	2.692	-	-
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Total Available to fund the Core Programme

10.985	10.985	10.985
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Council Resources

Council Resources

3.115	3.115	3.115
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**Total Resources Required to Fund the
"Core" Capital Programme**

14.100	14.100	14.100
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Scheme	3 Year Capital Programme 2020 - 2023			
	2020/2021 Budget	2021/2022 Budget	2022/2023 Budget	Total 3 Year Budget
	£'000	£'000	£'000	£'000
Finance & Digital Services				
CIVICA Financials	200	200	200	600
Capitalisation of Computer HW/SW & Licences	500	500	500	1,500
Total Finance & Digital Services	700	700	700	2,100
Corporate Estates				
Major repair/refurbishment and/or rationalisation of Service Group Accommodation	150	150	150	450
Strategic Maintenance	50	50	50	150
Asset Management Planning	50	50	50	150
Corporate Improvement	249	0	0	249
Asbestos Management	175	175	175	525
Asbestos Remediation Works	50	50	50	150
Legionella Remediation Works	275	275	275	825
Legionella Management	175	175	175	525
Housing & Regeneration	145	0	0	145
Total Corporate Estates	1,319	925	925	3,169
Group Total	2,019	1,625	1,625	5,269

**Chief Executive
Head of Finance**

**Chris Bradshaw
Martyn Hughes**

Scheme	3 Year Capital Programme 2020 - 2023			
	2020/2021 Budget	2021/2022 Budget	2022/2023 Budget	Total 3 Year Budget
	£'000	£'000	£'000	£'000
Prosperity & Development				
Planning & Regeneration				
Business Support Grants	200	200	200	600
Llys Cadwyn (Taff Vale) Development	5,289	0	0	5,289
Targeted Regeneration Investment (TRI) Programme Regional	854	0	0	854
Regeneration Investment	1,300	400	400	2,100
Robertstown Development	5,102	0	0	5,102
Coed Ely Development	2,414	59	0	2,473
RCT Tracks and Trails Development	100	40	0	140
Pontypridd YMCA	1,270	0	0	1,270
VRP Discovery Gateways Ynysangharad War Memorial Park	310	0	0	310
Total Planning & Regeneration	16,839	699	600	18,138
Private Sector Housing				
Disabled Facilities Grants/Adaptations (DFG)	4,400	4,000	4,000	12,400
Maintenance Repair Assistance (MRA)	450	450	450	1,350
Renovation Grants Exceptional Circumstances & Home Improvement Zones	650	450	450	1,550
Empty Properties Grants Investment	0	900	0	900
Affordable Housing	400	400	400	1,200
Community Regeneration	550	250	250	1,050
Tackling Poverty Fund	300	0	0	300
Total Private Sector Housing	6,750	6,450	5,550	18,750
Total Prosperity & Development	23,589	7,149	6,150	36,888
Frontline Services				
Highways Technical Services				
Highways Improvements	7,801	3,804	750	12,355
Car Parks	45	45	45	135
Structures	6,051	300	300	6,651
Parks Structures	1,000	0	0	1,000
Street Lighting	200	200	200	600
Traffic Management	160	160	160	480
Total Highways Technical Services	15,257	4,509	1,455	21,221
Strategic Projects				
Transportation, Travel & Infrastructure Schemes	9,224	2,525	25	11,774
Drainage Improvements	540	140	140	820
Total Strategic Projects	9,764	2,665	165	12,594
Waste Strategy				
Waste Strategy	2,147	0	0	2,147
Total Waste Strategy	2,147	0	0	2,147
Fleet				
Vehicles	6,112	1,573	400	8,085
Total Fleet	6,112	1,573	400	8,085
Buildings				
Buildings	100	100	100	300
Total Buildings	100	100	100	300
Total Frontline Services	33,380	8,847	2,120	44,347
Group Total	56,969	15,996	8,270	81,235

Group Director
Head of Finance

Nigel Wheeler
Martyn Hughes

Education and Inclusion Services

APPENDIX 3c

Scheme	3 Year Capital Programme 2020 - 2023			
	2020/2021 Budget	2021/2022 Budget	2022/2023 Budget	Total 3 Year Budget
	£'000	£'000	£'000	£'000
Schools				
School Modernisation Rhondda and Tonyrefail	4,862	52	0	4,914
School Modernisation	2,440	140	140	2,720
Cwmaman Community Primary School	30	0	0	30
Ffynnon Taf Primary Refurbishment and Extension	1,614	0	0	1,614
Reducing Infant Class Sizes	652	0	0	652
SRIC - School Modernisation Programme	500	0	0	500
WG Welsh Medium Capital Grant	20	0	0	20
WG Childcare Grant	3,263	25	0	3,288
21st Century Schools Band B				
Hirwaun Primary School	6,077	330	24	6,431
Total	19,458	547	164	20,169
Supplementary Capital Programme				
Planned Kitchen Refurbishments	350	200	200	750
Window & Door Replacements	180	150	150	480
Essential Works	1,662	400	400	2,462
Capitalisation of Computer HW / SW & Licences	267	250	250	767
Roof Renewal	900	700	700	2,300
Boiler Replacement	350	250	250	850
Equalities Act/Compliance Works	225	225	225	675
E&LL Condition Surveys	50	50	50	150
Electrical Rewiring	200	200	200	600
Asbestos Remediation Work	950	900	900	2,750
Fire Alarm Upgrades	100	100	100	300
Toilet Refurbishments	420	350	350	1,120
Schools Investment Programme	31	0	0	31
Improvements to Schools	100	100	100	300
Total	5,785	3,875	3,875	13,535
Group Total	25,243	4,422	4,039	33,704

Director of Education and Inclusion Services
Head of Finance

Gaynor Davies
Stephanie Davies

Community and Children's Services

APPENDIX 3d

Scheme	3 Year Capital Programme 2020 - 2023			
	2020/2021 Budget	2021/2022 Budget	2022/2023 Budget	Total 3 Year Budget
	£'000	£'000	£'000	£'000
<u>Adult & Children's Services</u>				
Modernisation Programme (Adults)	4,500	1,300	1,200	7,000
Modernisation Programme (Childrens)	50	50	50	150
Asbestos Remediation	45	45	45	135
Telecare Equipment (Inc of Carelink Equipment)	300	200	200	700
Total Adult & Children's Services	4,895	1,595	1,495	7,985
<u>Public Health, Protection & Community Services</u>				
Leisure Centre Refurbishment Programme	90	90	90	270
Parks & Countryside	1,200	100	100	1,400
Play Areas	644	50	50	744
Cemeteries Planned Programme	135	135	135	405
Community Safety Initiatives	50	50	50	150
Community Hubs	400	0	0	400
Culture	20	20	20	60
Buildings	50	50	50	150
Total Public Health, Protection & Community Services	2,589	495	495	3,579
Group Total	7,484	2,090	1,990	11,564

Group Director
Head of Finance

Giovanni Isingrini
Neil Griffiths

APPENDIX 3e

Capital Programme from 1st April 2020 to 31st March 2023

Group	2020/21	2021/22	2022/23	Total
	£M	£M	£M	£M
Chief Executive	2.019	1.625	1.625	5.269
Prosperity, Development & Frontline Services	56.969	15.996	8.270	81.235
Education and Inclusion	25.243	4.422	4.039	33.704
Community and Children's Services	7.484	2.090	1.990	11.564
Total	91.715	24.133	15.924	131.772

Estimated Resources Required to Fund Capital Programme

Supported Borrowing	6.829	6.829	6.829	20.487
Unsupported Borrowing	22.139	5.586	0.024	27.749
Total	28.968	12.415	6.853	48.236

Capital Grants

General Capital Grant annual base allocation	4.156	4.156	4.156	12.468
General Capital Grant additional allocation 2020/21	2.692	0.000		2.692
General Capital Grant additional allocation 2018/19 carry forward	1.249			1.249
WEFO ERDF Modern Industrial Units Developments	3.821	0.039		3.860
WG Targeted Regeneration Investment (TRI) Programme	0.854			0.854
WG Enabling Natural Resources and Wellbeing	0.080	0.032		0.112
WG Valleys Regional Park Discovery Gateways Capital Grant	0.296			0.296
WG Highways Refurbishment Grant	1.261			1.261
WG Welsh Medium Capital Grant	0.020			0.020
WG Absorbent Hygiene Product (AHP) Waste Programme in Wales Grant	0.650			0.650
WG 21st Century Schools	4.762			4.762
WG 21st Century Schools & Education Programme - Community Hubs Capital Scheme	0.450			0.450
WG Childcare Offer Capital Grant Programme	3.263	0.025		3.288
Grantscape Windfarm Community Benefit Fund	0.017			0.017
Total	23.571	4.252	4.156	31.979

Third Party Contributions	1.038	0.010	0.000	1.048
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Council Resources

Revenue Contributions	25.548	3.933	1.400	30.881
General Fund Capital Resources	12.590	3.523	3.515	19.628
Total	38.138	7.456	4.915	50.509

Total Resources Required to Fund Capital Programme	91.715	24.133	15.924	131.772
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Difference Total Spend to Total Resources	0.000	0.000	0.000	0.000
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