

# **Overview and Scrutiny Management Committee**

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**Wednesday 17 February 2016 at 10.00 am**

**To be held at the Town Hall, Pinstone  
Street, Sheffield, S1 2HH**

**The Press and Public are Welcome to Attend**

## **Membership**

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Councillors Cate McDonald (Chair), Sue Alston, Steve Ayris, John Booker, Tony Damms, Denise Fox, Bob Johnson, Pat Midgley, Chris Rosling-Josephs, Jack Scott, Sarah Jane Smalley and Geoff Smith

## **Substitute Members**

In accordance with the Constitution, Substitute Members may be provided for the above Committee Members as and when required.

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## PUBLIC ACCESS TO THE MEETING

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The Overview and Scrutiny Management Committee comprises the Chairs and Deputy Chairs of the four Scrutiny Committees. Councillor Cate McDonald Chairs this Committee.

### Remit of the Committee

- Effective use of internal and external resources
- Performance against Corporate Plan Priorities
- Risk management
- Budget monitoring
- Strategic management and development of the scrutiny programme and process
- Identifying and co-ordinating cross scrutiny issues

A copy of the agenda and reports is available on the Council's website at [www.sheffield.gov.uk](http://www.sheffield.gov.uk). You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. on Friday. You may not be allowed to see some reports because they contain confidential information. These items are usually marked \* on the agenda.

Members of the public have the right to ask questions or submit petitions to Scrutiny Committee meetings and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Scrutiny Committee meetings are normally open to the public but sometimes the Committee may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

If you require any further information about this Scrutiny Committee, please contact Emily Standbrook-Shaw, Policy and Improvement Officer, on 0114 27 35065 or email [emily.standbrook-shaw@sheffield.gov.uk](mailto:emily.standbrook-shaw@sheffield.gov.uk).

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## FACILITIES

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There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

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**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA  
17 FEBRUARY 2016**

**Order of Business**

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- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**  
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest**  
Members to declare any interests they have in the business to be considered at the meeting
- 5. Public Questions and Petitions**  
To receive any questions or petitions from members of the public
- 6. Revenue Budget and Capital Programme 2016/17**  
To consider the following reports, which are to be considered by the Cabinet on 17<sup>th</sup> February, 2016:-
  - (a) Report of the Interim Executive Director, Resources, on the Capital Programme Budget Approval 2016/17; and
  - (b) Joint report of the Chief Executive and the Interim Executive Director, Resources, on the Revenue Budget Approval 2016/17
- 7. Date of Next Meeting**  
The next meeting of the Committee will be held on a date to be arranged

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## ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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New standards arrangements were introduced by the Localism Act 2011. The new regime made changes to the way that members' interests are registered and declared.

If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest** (DPI) relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period\* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

\*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -
  - under which goods or services are to be provided or works are to be executed; and
  - which has not been fully discharged.
- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) -
  - the landlord is your council or authority; and
  - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
  - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
  - (b) either -
    - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
    - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in

land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or

- it relates to or is likely to affect any of the interests that are defined as DPs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously, and has been published on the Council's website as a downloadable document at -<http://councillors.sheffield.gov.uk/councillors/register-of-councillors-interests>

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Gillian Duckworth, Director of Legal Services on 0114 2734018 or email [gillian.duckworth@sheffield.gov.uk](mailto:gillian.duckworth@sheffield.gov.uk)

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## Report to Overview & Scrutiny Management Committee February 17<sup>th</sup> 2016

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**Subject:** Revenue Budget & Capital Programme 2016/17

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**Purpose of report:**

The attached report sets out the proposed Revenue Budget & Capital Programme 2016/17, and will be considered by Cabinet at its meeting on the 17<sup>th</sup> February 2016.

The report is attached for the Overview and Scrutiny Management Committee's consideration and comment.

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**The Scrutiny Committee is being asked to:**

Consider and comment on the Revenue Budget and Capital Programme 2016/17.

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**Category of Report:** OPEN

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# SHEFFIELD CITY COUNCIL Cabinet Report

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**Report of:** Interim Executive Director Resources

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**Date:** 17<sup>th</sup> February 2016

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**Subject:** 2016 – 17 Capital Programme

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**Author of Report:** Eugene Walker 0114 273 5167

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## **Summary:**

The report sets out the proposed Capital Programme from 2016-17 onwards describing the programmes to be undertaken, lists the projects to be delivered and sets out the context in which it has been compiled.

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## **Reasons for Recommendations:**

Implementing the proposed programme in this report offers a means of furthering the Corporate Plan objectives.

## **Recommendations:**

The report makes a number of recommendations. It is recommended that Members:

1. Note the specific projects included in the years 2015-16 to 2021/22 programmes at Appendix 9. Block allocations are included within the programme for noting at this stage and detailed proposals will be brought back for separate Member approval as part of the monthly monitoring procedures.
2. Note the proposed Capital Programme for the 5 years to 2021/22 as per Appendix 9.

3. Approve the Corporate Resource Pool policy outlined in Appendix 4 such that the commitment from the CRP is limited to one year and no CRP supported schemes are approved beyond 2016-17 unless explicitly stated. (If substantial capital receipts are realised within 2016-17 a further report will be brought to Members as part of the monthly approval process).

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**Background Papers:** 2016-17 Revenue Budget Report

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**Category of Report:** OPEN

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## Statutory and Council Policy Checklist

<b>Financial Implications</b>
YES/NO      Cleared by: E. Walker
<b>Legal Implications</b>
YES/NO      Cleared by:
<b>Equality of Opportunity Implications</b>
YES/NO      Cleared by:
<b>Tackling Health Inequalities Implications</b>
YES/NO
<b>Human rights Implications</b>
YES/NO:
<b>Environmental and Sustainability implications</b>
YES/NO
<b>Economic impact</b>
YES/NO
<b>Community safety implications</b>
YES/NO
<b>Human resources implications</b>
YES/NO
<b>Property implications</b>
YES/NO
<b>Area(s) affected</b> City Wide
<b>Relevant Cabinet Portfolio Leader</b> Cabinet Member for Finance Cllr. Ben Curran
<b>Relevant Scrutiny and Policy Development Committee if decision called in</b>
<b>Is the item a matter which is reserved for approval by the City Council?</b>
YES/NO
<b>Press release</b>
YES/NO



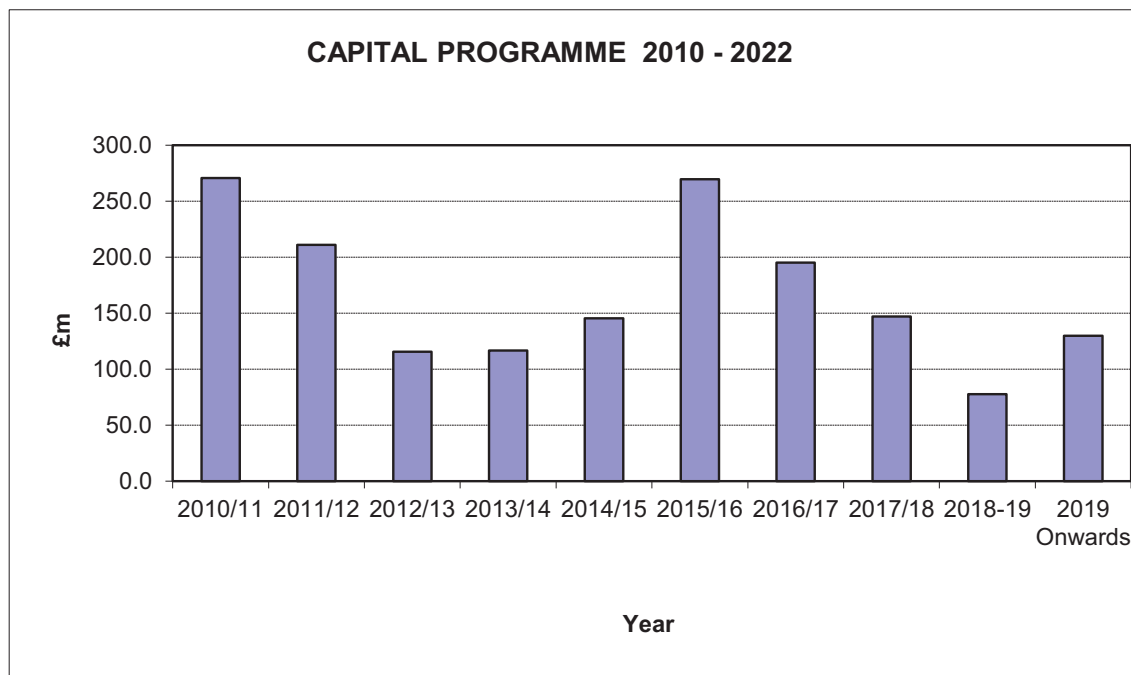
# 2016/17 Capital Programme

## CAPITAL PROGRAMME EXECUTIVE SUMMARY

1. Capital spending pays for buildings, roads and council housing and for major repairs to them. It does not pay for the day-to-day running costs of council services.
2. The Council's Corporate Capital Strategy is shaped by a number of central Government policies:
  - the devolvement of capital spending decisions to City Region authorities and the involvement of the Local Enterprise Partnerships (LEP) in capital allocation decisions
  - the shift towards capital funding to economic regeneration projects which generate a financial return to repay the initial investment and create a revolving investment fund;
  - the introduction of funding streams such as Community Infrastructure Levy and New Homes Bonus which reward economic development;
  - the Government austerity programme has had a major impact on the rest of the non-housing programme, which has not only led to less capital funding but is also reducing revenue budget funding reducing the scope for contributions to the capital budget;
  - the self-financing regime for the Housing Revenue Account (HRA) has provided for a relatively well funded programme of investment in existing and even new Council housing stock;
  - the recently announced reductions in the permitted level of annual increases will put reduce this source of funding unless resources can be released from elsewhere within the HRA.
  - the education policy mandating that all new schools should be academies which transfers maintenance responsibilities away from the Council's Local Education Authority (LEA) role and will subsequently reduce central grant funding which is formula driven based on pupil numbers;
  - the Streets Ahead programme is providing massive investment in the City's roads and street lighting over the next few years, funded via the Private Finance Initiative (PFI), which is outside the capital programme except for the Council's own capital contribution
3. As a result of the above, the Housing investment programme therefore now accounts for almost sixty per cent of the Capital Programme. The next biggest applications include economic regeneration and infrastructure renewal of highways, schools and leisure facilities.
4. The delivery of the Council's Affordable Housing policy will be increasingly through council housing investment and, for private sector affordable housing, local housing associations or the Sheffield Housing Company initiative where the

Council is working in partnership with a private sector developer to increase the number of affordable homes and regenerate housing estates.

5. In the Strong Economy priority, the focus will be on creating the necessary infrastructure to support economic regeneration. The declining central government support will place increased reliance on the Council's Asset Enhancement programme to generate capital receipts to use on its own priorities. The graph below illustrates the change in activity levels in the Capital Programme over the last decade.
6. In the Health and Well-being outcome investment will be directed to adapt homes so that people can live independently.
7. The Successful Young People outcome will continue to invest in schools to meet the increasing demand for pupil places.
8. The declining central government support will place increased reliance on the Council's Asset Enhancement programme to generate capital receipts to use on its own priorities.
9. The graph below illustrates the change in activity in the Capital Programme from 2010/11 to 2019 and beyond..





## Capital Investment Plans

10. So, looking forward, the current Approved Capital Programme from 2015-16 is projected at £819.2m.
11. 2012/13 saw the introduction of the Streets Ahead Programme (a Highways Private Finance Initiative (PFI)). The programme will result in loss of the Local Transport Plan (LTP) Maintenance Grant of approximately £6m per year, but the PFI funding of £1.2bn should deliver substantial improvements to the Highways network through capital investment over a 30 year period concentrated in the first five years of the Core Investment Period of the project. Where economically advantageous, the Council will invest further sums if this can generate revenue budget savings because it can raise finance cheaper than its commercial partners.
12. The Housing Revenue Account (HRA) Self Financing project delivers to local authorities' greater autonomy in the management of their housing stock and writes off substantial amounts of accumulated debt. This will allow the authority to plan contributions to the capital programme from the Housing Revenue Account with greater certainty over a longer term period, and the Authority has developed a 30 year business plan which will inject into the Housing Programme £70.5m in 2015-16 and £200m+ thereafter over the next three years.
13. School building works will be financed mainly by Department for Education formula calculated central grants supplemented by occasional specific grants to deal with building condition or population growth.
14. The proposed programme illustrated by the graph in paragraph 9 above does not include a number of major projects costing potentially more than £100m which are currently the subject of funding bids or approvals as detailed below.
15. **Flood Defence Schemes (£35m):** Cabinet has already approved a £18m scheme to provide enhanced flood defences over a five mile stretch of the River Don between the city centre and Meadowhall which would protect homes and businesses against a 100 year flood event. The Environment Agency has invited the Council to apply for a further £35m of funding to undertake works across the city in the Upper Don valley, on the River Sheaf, Blackburn Brook and Car Brook.
16. **City Centre Development:** it is a Council priority to regenerate the city centre. The Council is reviewing different partnership options for taking this project forward. This may involve the Council undertaking infrastructure works to prime the development.
17. **Central Library:** the objective will be to provide a refurbished and improved central library and gallery facility to meet modern requirements, while maintaining the heritage value of the existing building. The project is the subject of feasibility work to ascertain the best use of the Council's city centre buildings. The scale of

the work could be very significant requiring external funding support. Approvals will be sought once a funded proposal has been developed.

18. **Castlegate Redevelopment:** the Council is seeking external funding to develop the former Castle Market site potentially as a visitor attraction if there are sufficient remains of the former castle which can be uncovered.

## **Pressures on the Capital Programme**

19. This summary details the pressures on the Capital Programme and the consequences for its funding.

## **Schools**

### ***School Places***

20. The Council has a significant duty to provide sufficient and suitable school places. The rising birth rate means that the primary population (which eventually becomes the secondary group from 2015/16) has risen significantly. Two new schools were delivered in 2014 and expansion measures have continued throughout 2015/16. This need will continue for the foreseeable future as the responsibility to build new schools remains with the Council and does not transfer to academies.
21. The proposals in this report are based on the current education funding arrangements and do not include any attempt to forecast the impact of additional schools converting to academy status. This development is expected to reduce the level of funding from today but the demands on the Authority's capital funds will reduce too as the commensurate responsibility for the upkeep of the school infrastructure transfers to the Academies. However the demands relating to the condition of the primary estate are still significant. For the whole school estate, the backlog maintenance bill has been estimated at £100m and in some cases is becoming more urgent as time passes and assets become life expired.

## **Homes**

22. The Housing Programme has suffered twin pressures caused by reductions in nationally funded programmes and reducing capital receipts as a result of the economic climate and changes to the Right to Buy legislation. The introduction of the Self-Funded Business Model has created greater freedom for the Council to invest in its housing stock through contributions from the Housing Revenue account.
23. Having conducted an assessment of the housing market, the Council estimates that at least 725 affordable homes are required each year. The Council aims to deliver these through a combination of initiatives including building homes itself

using the Sheffield Housing Company, releasing land to Housing Associations, bringing long term empty properties back into use as well as private sector developments.

24. The Council has developed a Housing Delivery plan to deliver 20,000 additional homes over the next ten years. This will be achieved through a mix of private sector, Council and Housing association led development. It may be appropriate for the Council to provide or assist in the provision of infrastructure to accelerate the development of key sites.
25. Smaller scale initiatives such as the Custom Build initiative to allow individuals to build their own homes are also being supported through the release of Council owned land,

### **Roads**

26. The Streets Ahead programme is well underway renewing the fabric of the City's highway infrastructure. The new contract creates greater budgetary discipline than before in that the future maintenance costs of changes to the network have to be identified at the point of construction. This is done by calculating the future costs as a "commuted sum" which is usually funded out of the existing revenue budget. As the austerity programme reduces local authority budgets, there may come a point where new works are unable to progress because the Council cannot meet the future maintenance obligations.
27. The final position on the Inner Relief Road (IRR) scheme is dependent on the disposal of a small number of residual sites. Balancing this project relies on realising the sales to match any shortfall otherwise funding will have to be taken from the Corporate Resource Pool (CRP).

### **Maintaining the Existing Fabric of the Property Estate**

28. The Council has traditionally allocated several million pounds each year to fund building renovations and machinery replacement. Cabinet has approved a programme to maintain the rolling programme and deliver savings to the Revenue Budget by engaging in capital spend to address the fundamental problems rather than "patch and mend". However, the size and age of the estate produces a significant demand on the Council's funds.
29. In particular the Council is the owner and custodian of a number of key civic city centre buildings including the Town Hall, Central Library plus Victorian schools in the suburbs. Many of these are listed buildings (the Town Hall is in the highest category of Grade 1) requiring the Council to keep these in good condition and preserve their original features. Inevitably this adds to the cost of any works because the replacement parts have to be specially built. Moreover as these buildings become older, building regulations become more demanding, the

simplest work on say the electrical system can require a substantial overhaul in order to meet the current standards.

30. In order to mitigate this pressure, the Capital & Major Projects service is currently reviewing the estate to identify underutilised or high cost buildings where the facility can be provided from existing or new premises. This project, the Community Investment Plan, will run in conjunction with the Accommodation Efficiency Strategy which will reduce the Council's office space needs enabling it to leave rented property.
31. The first phases of the Community Investment Plan (CIP) and Asset Enhancement have concluded and receipts should arise in the next two years. The first call on the receipts is to repay the investment in these initiatives. The CIP will progress on cash neutral basis with minimal funding whereby future schemes will be financed from capital receipts or revenue savings from completed projects.
32. There is also a substantial programme of remedial works in schools. A small proportion of this can be met by specific grants from the Department for Education (DfE) but the majority of works will require either significantly more grant from the DfE and/or alternative financing.

### ***Developing the Local Economy and Infrastructure***

33. Despite the downturn in the property market, the Council will be presented with opportunities to acquire strategic land sites which will help the city recover as the economic upturn gathers pace or provide sites for housing development. Investing in the city's people is also a key priority. In 2012-13 the Council acquired land to facilitate the construction of the University Technology College in the city centre and is supporting a second facility on the site of the former Don Valley Stadium where building has commenced in 2015-16. This is not part of the Council's programme being directly funded by the Education Funding Agency.
34. The Council has led in the redevelopment of the former Don Valley Stadium site in Attercliffe built around a theme of education, sports and well-being to complement the existing sports facilities in that area such as the English Institute of Sport and Sheffield Arena. The site already has a through school constructed by the Council in 2015-16 and will be joined by the City's second University Technical College in 2016-17.
35. There are further plans to include other private sector led developments including an Advanced Well Being Research Centre led by Sheffield Hallam University and Toshiba. The total site investment will be around £60m of which just over half will be from the private sector. The Council has acted as a catalyst investing £25m of its own or grant funding in the remediation of the site, construction of the school and provision of the public realm.

36. The Capital programme funding strategy needs to be flexible enough to respond to such opportunities.

## **The Consequences for funding the Capital Programme**

37. The impact of the national expenditure reductions, the uncertainties of the weakened property market and the need to manage the risks and contain the pressures within the non-housing programme combine such that the authority becomes increasingly reliant on capital receipts. Looking beyond this source, there are opportunities within the capital programme and new funding streams which have been combined to create funding pools such as the Local Growth Fund. Other initiatives such as the Tax Increment Financing Scheme (TIF) are now in operation and the Community Infrastructure Levy (CIL) has been enacted from July 2015. These sources are discussed more fully at paragraph 99.

### ***The Capital Resource Pool (CRP)***

38. Historically the Capital Resource Pool (CRP) has been used to fund investment needs not met by Government funding, which is principally targeted at housing, schools and roads. The CRP is therefore used to improve the authority's building estate, deal with backlog maintenance demands and unplanned failures of structures or other property losses caused by natural disasters such as the floods in 2007. The authority needs to retain a prudent level of reserve to cover such risks.
39. CRP is also a key resource for funding those projects which are not supported by specific central government grants for homes, schools or roads. It can also be used to demolish empty properties to redevelop land for sale. This can bring benefits to the Revenue Budget by reducing the costs of safeguarding vacant property as well as replenishing the CRP.
40. The success of the Asset Enhancement programme is key to replenishing this reservoir of funding.
41. Appendix 4 discusses the position on the CRP in further detail but the key point to note is that this report, as for the past two years, recommends that no schemes funded from this source be approved beyond one year (2016-17) because of the uncertainty around future capital receipts.

## THE CAPITAL PROGRAMME 2015 – 22

42. The capital programme over the 5 years 2015-20 shows a broadly balanced position with proposed expenditure totalling £819m as per Appendix 1.
43. Wherever possible, attempts are made to match the timing of the receipt of resources and the incurrance of expenditure to protect the Council's cash flow position. Where the levels of expenditure are significant, then individual management arrangements are put in place to mitigate the impact as far as possible. These are overseen by the Director of Finance, in conjunction with the respective Head of Service.
44. The funding of the programme comes from a diverse range of resources, such as government grants, other grants and contributions from other public bodies or third parties, capital receipts, prudential borrowing and revenue contributions to capital. The majority falls within either prudential borrowing or contributions from the revenue account to the capital programme, which together represents £585.2m (72 %) of the overall programme value.
45. The 2015-20 programme was set on the 6<sup>th</sup> March 2014 and at the time totalled £232.7m for 2015-16. This has been revised as additional resources have been secured and applied to new schemes, together with the net effect of the 2014/15 Outturn slippage and actions taken below, resulting in a revised current approved programme for 2015/16 of £269.5m as per appendix 1.

### ***Slippage within the Capital Programme***

46. For the last five years there has always been an underspend against the approved capital programme. Subject to Cabinet approval, funds are rolled forward into the next year in order to complete projects. Slippage reflects delays in physical progress of a project and in most cases the work is delivered in the next financial year. The risk of slippage is present in all capital programmes and has been experienced in previous years.
47. However, the current reporting system has provided greater transparency and identified instances where money appears to be repeatedly carried forward from earlier years. This allows members to test if the funding is really needed and could be reallocated to other priorities. It also shows the delivery performance on the capital programme.
48. Considerable work was undertaken in 2014-15 to identify the cause of slippage and improve capital delivery. This work compared Sheffield's approach to that of other organisations with significant capital programmes and concluded that

project management needed to be strengthened and that delivery plans need independent scrutiny.

49. During 2015-16 the Council introduced a number of “gateways” at which the validity of the project is tested led by the Priority Programme Boards and the Capital Programme Group. These include:

- Approval of a mandate to ensure that all projects are linked to the Council’s priorities so scarce resource is not wasted on irrelevant projects;
- Review of an Outline business case which will set out the benefits and delivery options for the project. The Priority Boards will test if the proposal is value for money;
- Review of an initial business case once the preferred option has been selected. The Council’s Capital Delivery Service and Commercial Services function will advise on the proposed project plan and procurement route;

50. These changes have addressed a number of weaknesses in the programme including:

- the need for an independent review and challenge of project timelines which tend to be optimistic and do not allow sufficient time for key procedures such as approval, procurement and consultation with no contingency if things go wrong;
- Submitting investment bids before the whole project has been scoped in order to obtain capital funding; and
- Weak project governance with inadequate supervision of project managers by project and programme boards. In some cases the supervising group is managing the project.

51. The value of net slippage approved to date totals £31.7m. A breakdown of this by Programme is listed in the table below.

<b>Portfolio</b>	<b>Slippage (£m)</b>	<b>Accelerated Spend (£m)</b>	<b>Net Slippage (£m)</b>	<b>2014/15 Comparable Figure [1]</b>
Housing	17.4	-1.9	15.5	10.8
Other Place	9.4	0.0	9.4	2.7
Resources	0.5	0.0	0.5	4.1
Highways	1.0	0.0	1.0	0.0
Communities	0.0	0.0	0.0	0.0
CYPF	5.3	0.0	5.3	6.0
<b>TOTAL</b>	<b>33.6</b>	<b>-1.9</b>	<b>31.7</b>	<b>23.6</b>
[1] Represents the level of slippage approved at the equivalent period last year.				



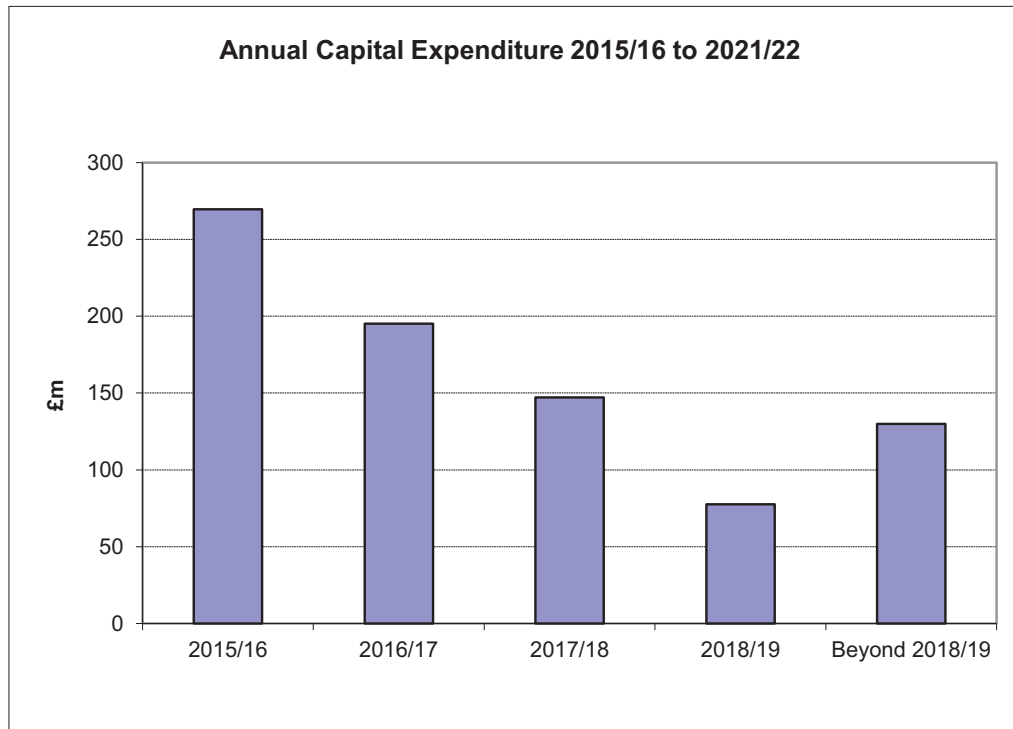
Although the value is higher than last year this does represent a lower proportion of a much bigger programme.

## KEY ELEMENTS of the CAPITAL PROGRAMME

52. The overall Capital programme position for the 5 years from 2015/16 – 2021/22, amounts to £819m. Although the programme is made up of numerous capital projects the majority of its value falls within the Housing programme (482.7m), which represents 59 % of the total programme.

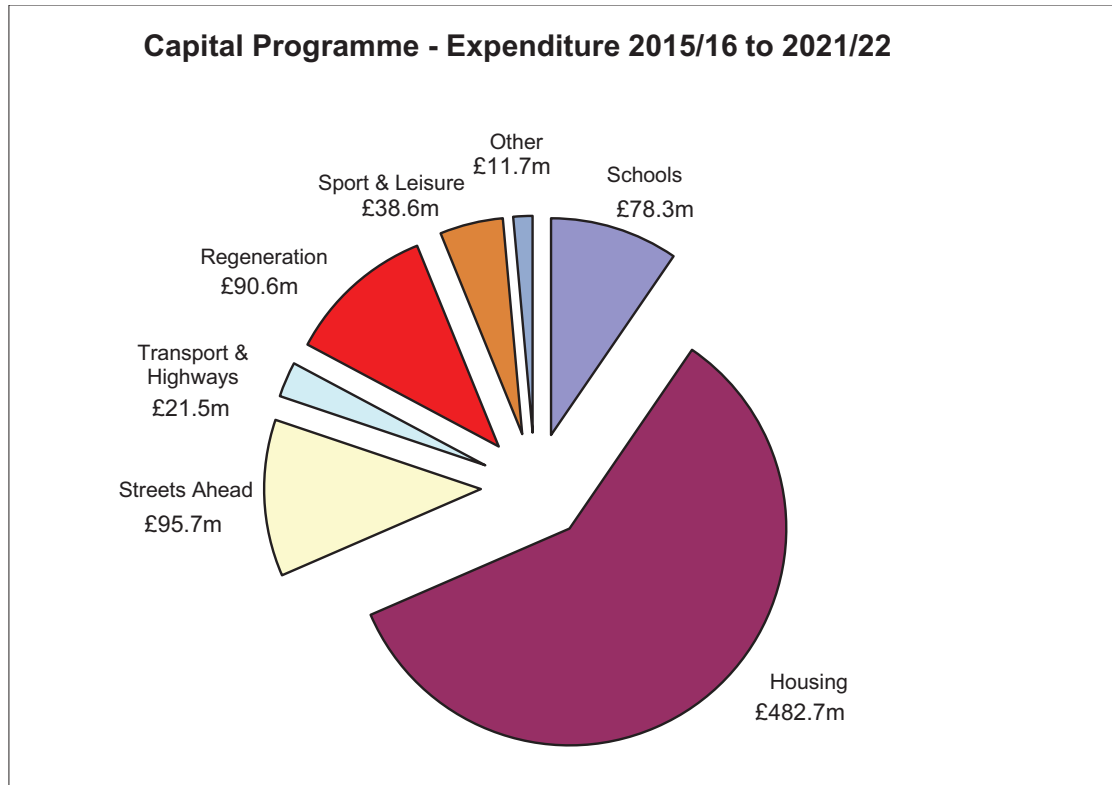
<b>2016/17 Approved Programme</b>	
<b>Annual Profile</b>	
	<b>£m</b>
2015/16	269.5
2016/17	195.2
2017/18	147.1
2018/19	77.6
Beyond 2018/19	129.8
	819.2

53. When represented graphically the peak of the programme is in 2015-16. As discussed at paragraph 14, it is expected that further projects will come forward for approval and add to the programme in later years.





54. The Housing programme becomes the single largest element (59%) of the Capital Programme with significant amounts being invested in roads, regeneration, schools and leisure facilities.



<b>CAPITAL PROGRAMME</b>		
<b>2015/16 to 2021/22</b>		
	<b>£m</b>	<b>%</b>
Schools	78.3	10%
Housing	482.7	59%
Streets Ahead	95.7	12%
Transport & Highways	21.5	3%
Regeneration	90.6	11%
Sport & Leisure	38.6	5%
Other	11.7	1%
<b>Overall Total</b>	<b>819.2</b>	<b>100%</b>

Comments on the main elements are shown below. Further detail can be found in Appendices 6 to 8.

## **School Places and Capital Maintenance Programme for Schools**

55. The need to meet the demand for additional school places created by an expanding population is a priority for the council. Recently new schools in the Waterthorpe and Skinnerthorpe areas will produce new places in areas with increasing pupil numbers. This capacity will be augmented by the opening of the new Through School in Attercliffe on the site of the former Don Valley Stadium. The Council will design and procure the new schools, which will be run as academies under government rules. An external sponsor will then maintain them. Investment in additional school places will continue into 2016/17 and officers are preparing a report for Cabinet on recent school places consultation. This will shape a revised capital programme for schools which will run to the end of the decade and beyond.
56. Capital investment in maintaining the primary estate (including primary schools) utilises the approximately £4m annual grant from the DfE together with the Devolved Formula Grant from the schools themselves (£1.3m annually). Good prioritisation utilising our asset management plans means that the Council can target resources at the most needy schools throughout the city. This includes the ability to combine programmes at schools where it produces better value for money. The critical programmes to follow on after BSF are, heating and electrical, fire risk assessment measures, structural, roofs, windows and mobile replacements.

## ***Housing Programme***

The proposed programme is aligned to the three main themes in the Council's Housing Strategy. The programme is summarised below and described in detail in Appendix 6.

57. **Increasing the Supply of New Homes in the City (£82.5)** through supporting the Sheffield Housing Company and other registered homes providers to build new properties. New Homes Bonus Fund money will be used to clear undeveloped sites to prime construction work. For the first time in many years the Council will build its own houses putting substantial funds from the HRA and Affordable Housing payments from developers.
58. **Making the best use of the City's existing housing stock (£291.8M)** by continuing to renovate and refurbish the Council's housing stock. The Decent Homes Programme completed in 2013-14 having invested over £700m into improving homes. Going forward, funding has been identified within the Housing Revenue Account to maintain the standards reached today. Money will also be invested in heating and insulation schemes improving the energy efficiency of homes reducing fuel costs and meeting the Council's environmental objectives.

59. **Helping Younger, Older and Vulnerable people live independently (£23.6m)** through the provision of grants to help adapt private sector houses to their needs as well as adapting the Council's own stock.

### **Other Projects and Programmes**

60. **Regeneration (£90.6m)** is a key programme and objective within the Place portfolio. These works are seen as essential to promote economic growth and jobs which will increase footfall and spending in the city. More businesses, less vacant office and shop space should also increase the Council's business rate income which will help offset the loss of central government funding. Most of the money (£58.8m) is allocated to the New Development District in the city centre which will incorporate the Sheffield Retail Quarter. £10.3m is being invested into Public Realm projects to improve the image of the city thereby attracting new and retaining existing activity. Over £6m will improve the area around Sheffield University and is funded by SCRIF and the University. A further £4m has been invested in the West Bar to Castlegate axis through the demolition of the former Castle Market and removal of 500m of redundant highway along West Bar replacing it with landscaped verge (the Grey-to-Green project).
61. Over £22.3m has been included in the programme to implement the **Council's leisure facilities strategy**. This will deliver new centres in the North and South of the city complementing those at Ponds Forge in the city centre. The plans include £7.5m to build a new centre in the north of the city at Thorncliffe of which £2.3m will come from the Council and the remainder from external funders. The Council has assumed responsibility for the delivery of a £15m development replacing the existing facilities at Graves to serve the south of the city. The new sports centres will also include medical evaluation facilities to measure the impact of exercise on health. A further £1.2m will be invested in a new venture with the Football Association to transform the quality of both adult and junior pitches across the city with Sheffield being the pilot for the national scheme.
62. £3.6m investment in **Office Accommodation** to implement modern IT systems and working practices which will reduce the overall floor space requirement and generate Revenue Budget savings. A further £3.6m is to be spent to make the long term building estate fit for purpose and compliant with the latest Health & Safety and accessibility legislation including £2.1m to survey the Council's building estate and make compliant with the latest Fire Safety legislation.
63. £16.1m is included for the feasibility, design and construction of **flood defences** to protect the Lower Don Valley which should raise business confidence and assist the regeneration of the area. This has increased by £11m from the original scheme following the successful bid for additional funds from the Environment Agency who recognised the potential benefits and awarded the additional funds to provide protection against the effects of further climate change.

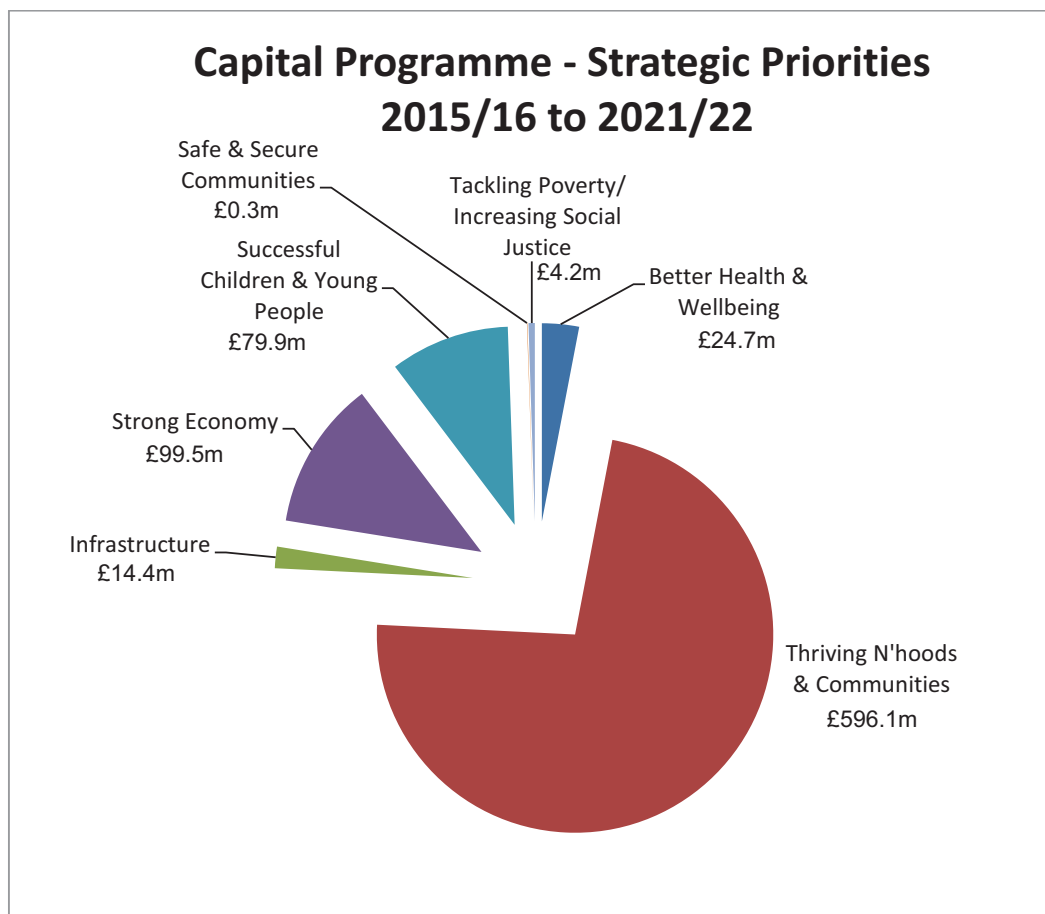
64. **Asset Enhancement Programme.** £0.8m will be invested in surplus council land to prepare it for development increasing its attractiveness so that it can be sold to generate a future stream of capital receipts to fund the Capital Programme. This programme will also assist other Council priorities such as developing new homes.

65. £1.8m investment in **Parks projects** including £0.6m to build a new education centre in the Botanical Gardens. A further £1.1m is to be spent remediating former landfill sites including building a lagoon at the Beighton site to naturally clean the effluent.

### **Strategic Priorities**

66. Over the past two years the Council has adopted an alternative Revenue Budget compilation strategy considering the total investment across all service delivery portfolios in a particular area of performance (called a strategic outcome) which is linked to the medium-term plan priorities. As stated in the Executive Summary, the current disposition of central government and external funding opportunities result in the capital programme principally supports the Great place to Live and Competitive City outcomes.

67. The graph below shows the allocation of investment by Strategic Priority. Individual projects are listed under each strategic outcome at Appendix 10.



68. **Thriving Neighbourhoods and Communities** includes not just the Housing Programme but also investment in schools, sports and leisure facilities, parks, fit for purpose transport systems and road safety measures. These works are predominantly undertaken by the Housing and Place Portfolio programmes and are explained in greater detail in Appendices 6 to 8.

69. **Successful Young People** primarily reflects the investment in schools to give children the opportunity of a good start in life. The School Places Expansion and Maintenance Programmes are the main components of this priority.

70. **Strong Economy** – Schemes contributing to this priority include the City centre regeneration schemes (Sheffield Retail Quarter) plus some energy efficiency schemes such as the insulation of homes which contributes to the Council's environmental objectives.

71. **Health and Well Being** outcome will see investment in information systems and ICT equipment to improve customer service and reduce operating costs, plus

Housing programme schemes that help people to live independent lives in their own homes.

72. **Infrastructure** comprises mainly schemes associated with essential building works to extend the life of, improve or rationalise the Council's building estate e.g. the Office Accommodation Efficiency Strategy, Asset Enhancement and Community Investment Plan. Investments are made to make Revenue Budget savings.

73. **Tackling Poverty and Increasing Social Justice** – £3.9m scheme to improve the local district heating system including the installation of meters in individual dwellings to give people the opportunity to control their energy usage and cost.

74. **Safe and Secure Communities** investment will provide local facilities like resource centres to develop more sustainable and cohesive communities.

## **The Programme in 2016-17**

75. The year on year change in CYPF, from £33.5m in 2014-15 to £29.3m in 2015-16. This is quite a small drop considering 2015-16 included £7.7m for the construction of Don Valley School in Attercliffe. It shows the scale of the capacity expansion projects in the city. A number of expansion projects including a new school for Tinsley, Gleadless and Hallam are planned to complete.

76. Aside from schools, the portfolio plans to spend £0.5m to complete a £0.9m of accommodation improvements at Thornbridge Outdoor Centre making it accessible to all children and £0.5m of grants to improve the secure accommodation unit at Aldine House.

77. Housing programme increases by £23.1m (28%) from £81.4 to £104.6m. There will be significant investment in increasing the Council's housing stock through new build and acquiring suitable properties on the market. The existing stock will also receive substantial investment funded from the Housing Revenue Account with £28.8m going into replacing roofs and a further £10.8m for replacement heating systems.

78. The Place portfolio programme decreases from £99.1m to £28.8 with the majority of the change (44.3m) due to the completion of the first phase of the Sheffield Retail Quarter regeneration work and the new leisure centres at Thorncliffe and Graves. Projects approved for 2016/17 include Public realm improvements around the Sheffield University campus (£4.9m) and the next phase of the SRQ including the demolition of buildings and enabling works (£7.2m). £10m will be spent on Flood defence works in the lower Don Valley as that scheme moves towards completion/

79. Highways programme decrease from £17m to £3.9m as the Bus Rapid Transit North scheme will be substantially complete. The Council has secured funding to improve bus routes through the Better Buses Fund and the 2016-17 Local transport. The programme is being developed and will be added to the budget as schemes are approved by Cabinet.

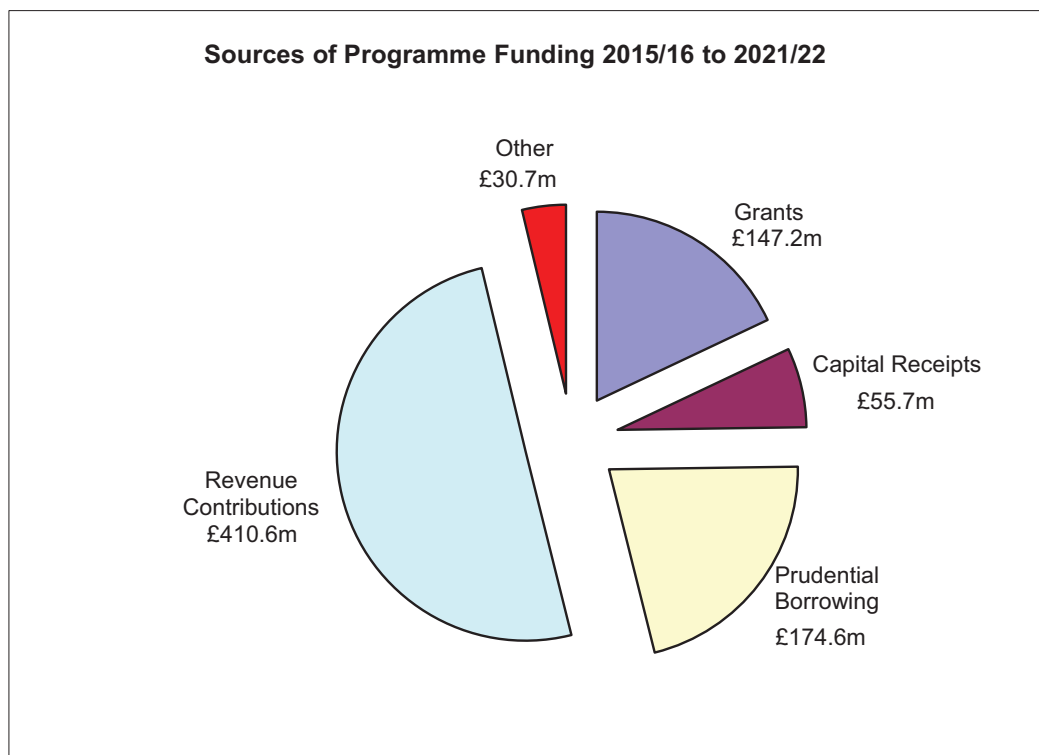
80. The Resources portfolio programme will fall from £7.6m in 2015-16 to £1.4m in 2016-17 as the Office Accommodation Efficiency programme has completed. This scheme has reduced the Council's revenue budgets property costs, preserving more money for frontline services.

81. The Communities portfolio programme is forecast to be unchanged at £0.3m. The investment in 2016-17 will be in providing better insulation to homes.

## **SOURCES OF PROGRAMME FUNDING**

82. The programme details at scheme level, both the proposed expenditure and expected funding on an annual basis. The funding of the programme comes from a diverse range of resources and Appendix 2 gives a breakdown of how the overall Capital Programme is currently funded.

83. The majority of the programme is funded via revenue contributions to capital mainly from the Housing Revenue Account, which amount to £381.7m (43%). Grants fund 18% of the programme, prudential borrowing funds 21% and capital receipts represent a further 7% and it is this element of funding that is the most uncertain. Any projects in the Capital Programme funded by capital receipts can only be undertaken if the receipts are realised.



84. Grants funding is mainly used for the schools capital programmes and highways.

85. Prudential borrowing is used where no external funding is available and to fund schemes which will generate a Revenue Budget saving which then repays the principal and interest. The council can often borrow funds cheaper than its commercial sector partners because of its perceived higher credit rating. It makes sense therefore to inject such capital where there is a potential economic benefit.

### **Capital Receipts Funding**

86. The receipts from the sale of surplus assets are used to fund a Corporate Resource Pool (CRP) which allows Members at their discretion to undertake projects for which there is no external funding. It is also used by the authority as a strategic reserve to cover to emergencies such as the total loss of a key piece of infrastructure e.g. as occurred in the 2007 Floods. As external funding sources are reduced because of austerity cut backs, the CRP assumes an even greater significance in funding the Capital Programme.



87. Appendix 4 reviews the potential receipts and demands on the CRP over the next five years in order to form a view on the level of commitment which can be prudently made.
88. Whilst the Asset Enhancement and Community Investment programmes should deliver a steady stream of surplus properties, the uncertainty in the market suggests that the receipts may not be realised within five years. Moreover, the receipts from the CIP will be re-invested in the programme so that it does not require specific support from the Council.
89. Given the need to maintain a prudent level of reserve to mitigate infrastructure failures, grant claw back, or project overspends, the conclusion is that there is insufficient confidence to be able to recommend to Members that any CRP funded projects are approved beyond 2016-17.

## **Other forms of Funding**

### **Prudential Borrowing**

90. Under the rules of the Prudential Code, the Council has the power to finance Capital schemes using Prudential Borrowing (borrowing that does not attract financial support from the Government, which is also known as unsupported borrowing). The principles for entering into such borrowing were approved by Cabinet on 22 September 2004, and generally relates to 'Invest to Save' schemes, including Land Assembly and funding for major capital projects.
91. It remains the Council's view that it's best overall financial interest is served by substituting Prudential Borrowing for Leasing. It is considered that borrowing in lieu of leasing can be undertaken as an element of 'Invest to Save' (where it is considered to be more cost effective over the whole life of the asset when compared to Leasing), and can be contained within an overall annual limit established for such borrowing.

92. Included within the 2016/17 Capital Programme are the following amounts of prudential borrowing for projects funded in whole or part from prudential borrowing:

<b>Project</b>	<b>Total Project Value £000s</b>
Street Ahead Capital Contribution	65,153
Housing Schemes	25,592
New Retail Quarter	7,251
Graves Leisure	2,339
Office Accommodation Strategy	70
BSF	42
<b>Total</b>	<b>100,447</b>

93. Any amendments to these limits will be approved by Full Council and undertaken in line with the Prudential Code. There are other commitments outside of the capital programme and these are described in the Revenue Budget report.

94. Prudential Borrowing does not receive any government support and therefore if the Council enters into any prudential borrowing then it will incur additional Capital financing costs. Prudential Borrowing will only be entered into where it can be demonstrated that funding is available within the overall Council budget to meet the ongoing borrowing costs.

### ***New Homes Bonus Fund***

95. This fund which has been created out of two government incentive payments for building new homes (the New Homes Bonus) and reducing the number of long term empty properties. Council policy is to make this available for projects which improve the local housing or neighbourhood environment or assist in regeneration. Approval of such projects is given by local elected members following recommendations from Council officers.

96. The fund is being used to provide infrastructure or clear derelict buildings to kick start developments at sites which have been unattractive to developers. Often this improves the neighbourhood through removing opportunities for anti-social behaviour as well meeting the Council's priority of providing new homes.

## ***Tax Increment Financing (TIF)***

97. This initiative was announced in September 2010. The principle is to allow the authority to borrow funds to undertake capital improvements in an area. The money would be repaid from increased tax revenues (i.e. business rates) in the area as land values rise as a result of the capital investment. This scheme has been used successfully in the United States over the last fifty years, often for major transport, infrastructure or regeneration projects.
98. A scheme to develop infrastructure required for the New Development District (also of which the Sheffield Retail Quarter project is part) has been approved by H.M. Treasury. The borrowing will be repaid out of the anticipated additional rates revenue generated by the redevelopment of the city centre. The Council had previously been developing the NDD using a preferred developer but has agreed, by mutual consent, to dissolve the partnership. The Council is currently reviewing options for taking forward this important scheme.

## ***Community Infrastructure Levy***

99. This will supplement the current Section 106 (Town & Country Planning Act 1990) arrangements which fund many of the local neighbourhood facility improvements especially in Parks & Countryside as well as City Development Division. CIL allows local authorities in England and Wales to raise funds from developers undertaking new building projects in their area. The money can be used to fund a wide range of infrastructure that is needed as a result of development. This includes new or safer road schemes, flood defences, schools, hospitals and other health and social care facilities, park improvements, green spaces and leisure centres.
100. The Council intends to use CIL to develop strategic infrastructure projects such as roads and schools e.g. £2.2m will be used in the development of the BRT North link.
101. The Council has developed its rating tariff and introduced the scheme from July 2015. Although at a very early stage of the new regime the current estimates predict annual revenues of £2m - £3m p.a. depending on the pace of development.

## **RECOMMENDATIONS**

102. It is recommended that Members note the specific projects included in the years 2016-17 to 2021-22 programmes at Appendix 9. Block allocations are included within the programme for noting at this stage and detailed proposals will

be brought back for separate Member approval as part of the monthly monitoring procedures.

103. Note the proposed Capital Programme for the 5 years to 2021-22 as per Appendix 9.

104. Approve the Corporate Resource Pool policy outlined in Appendix 4 such that the commitment from the CRP is limited to one year and no CRP supported schemes are approved beyond 2016-17 unless explicitly stated. Further reports will be brought to Members as part of the monthly approval process should the receipts position improve.

***Finance***  
***February 2016***

## **List of Appendices**

Appendix 1 – Summary of Capital Programme

Appendix 2 – Breakdown of Capital Programme Funding

Appendix 3 – Monitoring Report for the 8 months ended 30 November 2015

Appendix 4 – Corporate Resource Pool (CRP)

Appendix 5 – Glossary of Terms

Appendix 6 – Housing Investment Programme

Appendix 7 –Highways Transport Programme

Appendix 8 – Regeneration Capital Programme

Appendix 9 – List of All Projects in Capital Programme by Portfolio

Appendix 10 – List of All Projects in Capital Programme by Strategic Priority

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<b>SHEFFIED CITY COUNCIL</b>													<b>Appendix 1</b>
<b>CAPITAL PROGRAMME</b>													
<b>PORTFOLIO / SERVICE</b>	<b>2015/16</b>		<b>2016/17</b>		<b>2017/18</b>		<b>2018/19</b>		<b>Future</b>		<b>Total</b>		
	<b>£k</b>	<b>%</b>	<b>£k</b>	<b>%</b>	<b>£k</b>	<b>%</b>	<b>£k</b>	<b>%</b>	<b>£k</b>	<b>%</b>	<b>£k</b>	<b>%</b>	
<b>Children Young People &amp; Families (CYPF) consisting of:</b>													
Schools Programme	32,793	12	28,437	15	16,418	11	363	0	330	0	78,341	10	
Other	702	0	892	0	0	0	0	0	0	0	1,594	0	
	<b>33,495</b>	<b>12</b>	<b>29,329</b>	<b>15</b>	<b>16,418</b>	<b>11</b>	<b>363</b>	<b>0</b>	<b>330</b>	<b>0</b>	<b>79,935</b>	<b>10</b>	
<b>Communities</b>	<b>362</b>	<b>0</b>	<b>315</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>677</b>	<b>0</b>	
<b>Place consisting of:</b>													
Highways - Local Transport Plan (LTP)	12,106	4	3,750	2	529	0	0	0	0	0	16,385	2	
Highways – Other	4,933	2	166	0	0	0	0	0	0	0	5,099	1	
City Development	11,166	4	14,947	8	1,138	1	0	0	0	0	27,251	3	
Other Development Services	65	0	50	0	305	0	0	0	0	0	420	0	
Capital & Major Projects	3,784	1	644	0	124	0	0	0	0	0	4,552	1	
Sheffield Retail Quarter	51,547	19	7,251	4	0	0	0	0	0	0	58,798	7	
Culture & Environment	32,491	12	5,931	3	218	0	0	0	0	0	38,640	5	
<b>Housing Programme</b>	<b>81,419</b>	<b>30</b>	<b>104,568</b>	<b>54</b>	<b>89,990</b>	<b>61</b>	<b>77,289</b>	<b>100</b>	<b>129,450</b>	<b>100</b>	<b>482,717</b>	<b>59</b>	
	<b>116,092</b>	<b>73</b>	<b>32,739</b>	<b>70</b>	<b>92,305</b>	<b>63</b>	<b>77,289</b>	<b>100</b>	<b>129,450</b>	<b>100</b>	<b>633,863</b>	<b>77</b>	
<b>Resources</b>	<b>7,603</b>	<b>3</b>	<b>1,412</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,015</b>	<b>1</b>	
<b>Streets Ahead Programme</b>	<b>30,574</b>	<b>11</b>	<b>26,803</b>	<b>14</b>	<b>38,350</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>95,727</b>	<b>12</b>	
<b>Overall Total</b>	<b>269,547</b>	<b>100</b>	<b>195,166</b>	<b>100</b>	<b>147,073</b>	<b>100</b>	<b>77,652</b>	<b>100</b>	<b>129,780</b>	<b>100</b>	<b>819,218</b>	<b>100</b>	

**CAPITAL PROGRAMME FUNDING**

SOURCE OF FUNDING	2015/16		2016/17		2017/18		2018/19		Future		Total	
	£m	%	£m	%	£m	%	£m	%	£m	%	£m	%
Government Supported Borrowing	0.2	0	-	-	-	-	-	-	-	-	0.2	0
Prudential Borrowing	95.2	34	40.8	22	38.5	26	0.1	0	-	-	174.6	21
Grants	75.6	27	45.4	24	19.6	13	2.3	3	4.2	3	147.2	18
Contributions	23.4	8	2.9	2	0.9	1	1.2	2	-	-	28.5	3
Community Infrastructure Levy	-	-	2.0	1	-	-	-	-	-	-	2.0	0
Capital Receipts	22.6	8	12.6	7	7.8	5	5.7	7	7.0	5	55.7	7
Revenue Contributions	61.6	22	83.2	44	79.0	54	68.3	88	118.6	91	410.6	50
<b>Overall Total</b>	<b>278.6</b>	<b>100</b>	<b>186.9</b>	<b>100</b>	<b>145.8</b>	<b>100</b>	<b>77.7</b>	<b>100</b>	<b>129.8</b>	<b>100</b>	<b>818.8</b>	<b>100</b>



## **CAPITAL PROGRAMME MONITORING AS AT 30<sup>th</sup> NOVEMBER 2015**

### **1. Summary**

At the end of November 2015, the end of year position forecasts a variance of £17.4m (6%) below the approved Capital Programme. Project managers are forecasting to deliver a capital programme of £259.3m. This is £5m lower than forecast last month following Cabinet approval of revised pending profiles whereby £3.3m of planned spend for 2015/16 was slipped into future years.

The bulk of the forecast variance is in the Place (£12m – 12% - below budget) and Housing programmes (£2.6m – 3%).

The Year to date position shows spending to be £15.5m (9%) below planned spend. This is a £17m change from last month caused by the re-profiling of the Council housing replacement roofing programme which had previously shown expenditure to be ahead of budget and the SRQ now being behind rather than in front of profiled spend.

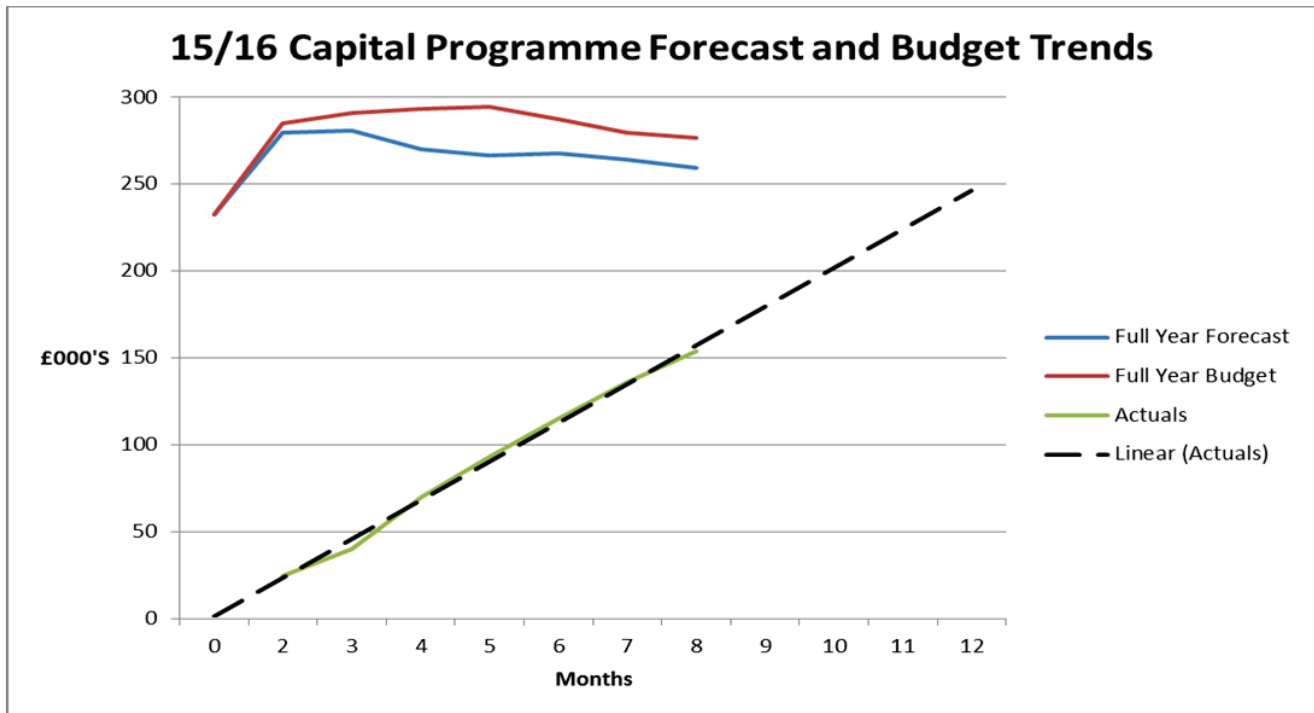
The chart at paragraph 6 compares the Approved Budget, Outturn Forecast and Year to date spend. The increase from the Approved Budget at Council of £232m to the current level is due to the slippage rolled forward from 14/15.

The forecast line shows a reduction of some £20m over the year since Month 2 forecasts in May. The budget has reduced too but at a slower rate indicating that managers are still submitting slippage requests to catch up with the revised forecasts. Looking at spend rates to date, allowing for an increase in accruals at year end and assuming the major (Top 20) projects hit their forecasts, an Outturn close to or very probably below £250m is the more likely scenario.

## Financials 2015-16

<u>Portfolio</u>	<u>Spend to Date</u>	<u>Budget to Date</u>	<u>Variance to Date</u>	<u>Full Year Forecast</u>	<u>Full Year Budget</u>	<u>Full Year Variance</u>	<u>Change on Last Mth Bud</u>	<u>Change on Last Forecast</u>
	£0	£0	£0	£0	£0	£0	£0	£0
CYPF	23,811	26,006	-2,196	33,469	35,556	-2,087	-1,408	-1,408
Place	51,962	61,611	-9,649	87,211	99,237	-12,026	-633	-3,893
Housing	45,430	46,872	-1,443	81,941	84,573	-2,632	795	795
Highways	9,771	10,611	-840	17,855	17,559	296	-158	67
Communities	300	295	5	380	352	28	11	11
Resources	1,866	3,263	-1,398	7,873	8,825	-952	-832	-611
Corporate	20,383	20,383	-	30,574	30,574	-	-	-
<b>Grand Total</b>	<b>153,522</b>	<b>169,042</b>	<b>-15,520</b>	<b>259,304</b>	<b>276,677</b>	<b>-17,373</b>	<b>-2,226</b>	<b>-5,040</b>

### 2. Forecast trends



### 3. Capital Programme

	2015-16 £m	2016-17 £m	Future £m	Total £m
Month 7 Approved Budget	279.7	195.5	315.4	790.6
Additions	0.0	0.0	0.0	0.0
Variations	0.2	0.0	0.0	0.2
Slippage & Acceleration	-3.3	3.3	0.0	0.0
Month 8 Approved Budget	<u>276.6</u>	<u>198.8</u>	<u>315.4</u>	<u>790.8</u>

The revised programme shows a small net increase of £0.2m.

**Finance**  
**November 2015**

## CAPITAL PROGRAMME: CORPORATE RESOURCE POOL

### Overview

1. The Council's Corporate Resource Pool (CRP) provides a flexible capital resource pool to address key Member and Corporate capital priorities. Funding comes mainly from capital receipts arising from the sale of Council land and buildings plus other unrestricted capital income. The national programme of expenditure reductions has increased the importance of this facility as central government support has decreased.
2. In recent years officers have recommended that Members approve capital expenditure commitments for no more than one year in advance because the weak property market, and consequent low levels of capital receipts, put considerable constraints on the CRP creating a net reduction in the level of the pool year-on-year. Prior year commitments exceed the current annual level of receipts leading to a year-on-year reduction of the value of the reserve. Previously, CRP allocations had been set for three years forward to enable services to plan capital investment on a medium term basis.
3. Capital Programme Group (CPG) has reviewed the current position and recommends retaining the current policy in the face of the:
  - declining level of the CRP;
  - irregular flow of receipts from the disposals programme;
  - need to maintain the Council's infrastructure and provide for other capital contingencies such as structural failures or uninsured losses caused by natural disasters such as the 2007 floods.
4. The CRP is used to address funding issues that are not covered by mainstream capital resources. There is still central government funding for some types of capital projects and there are sources of external funding through grants e.g.
  - Department of Education funding for educational buildings through Capital Maintenance or Basic Needs Provision;
  - Department of Health funding for social care;
  - Department of Transport funding for transport infrastructure through Local Transport Plan (LTP), Better Buses Funding initiative or The Local Sustainable Transport Fund; and

- The Housing Revenue Account (HRA) which funds a substantial part of the housing programme and already accounts for almost 59% of the current capital programme.

## **Investment Rules for use of the Capital Resource Pool**

5. Capital Programme Group has developed a series of principles to test the eligibility for CRP support for projects and these are set out below:
  - The project has no other available funding sources i.e. not from central government, internal investment funds e.g. HRA, or other grant funding bodies; and
  - is in line with corporate priorities; and
  - the project is necessary to make an asset compliant with legislation; or
  - the project has a robust business case which delivers financial savings or significant improvements in performance; or
  - is a strategic project which requires cash flow support until a funding package can be arranged. Funding for this type of project will be on an **exceptional** basis taking into account the current level of unallocated cash within the CRP. The project must be viable and capable of repaying the CRP within a reasonable time, for example, by generating asset sales. If the project does not proceed, any abortive project costs would have to be financed from the sponsoring portfolio's Revenue Budget.

## **Key Issues for the CRP**

6. In managing the CRP, the Council faces a number of key issues in respect of the demands placed upon the CRP and the likely level of future receipts:
  - Declining level of Central government support as the period of austerity continues which may require the authority to use its own resources to fund essential infrastructure
  - The need to maintain sufficient funds to match, at short notice, those available from external funders like the European Union, Heritage Lottery Fund, Sport England etc. in order to lever in funding to replace that lost from Central Government.

## **The Strategy for Managing the CRP**

7. The funding of the capital programme is managed by the Capital Programme Group (CPG) comprising senior officers from the Council's services. It makes recommendations to Members through the monthly Finance Budget Monitoring report.

8. Services are asked to propose projects which might use CRP funding. CPG then reviews those projects against criteria such as the economic social benefit of the project, the opportunity to use the CRP as “match” investment to win additional external funding, and ease of delivering the project and its risk profile.
9. Following this financial planning exercise, CPG will make recommendations to Members about those projects which offer best value and the extent and speed to which they can be funded. Those projects will then be developed and come forward for approval as part of the Council’s capital approval process.
10. The rate of approvals can be regulated so that funds are released to projects as capital receipts come in.

### **Demands on the CRP**

11. In the exercise referred to above at paragraph 8, the requests from services for CRP funding totalled just over £67m over the next five years. Given the existing level of CRP funded commitments and the outlook on receipts, CPG recommends allocating a further £6.6m to future projects.
12. This allocation is used for financial planning purposes only and Members are not required to approve any of the projected schemes outside the Capital Approval process.

### **Receipts**

13. The next three years should see a considerable inflow of capital receipts as the Council’s Asset Enhancement and Accommodation Efficiency programmes are completed. Many of these sales will deliver receipts worth over £2.5m per site. The precise timing of these receipts is difficult to predict being influenced by local market and national macro-economic conditions. This uncertainty is on top of the inherent risk in all property sales of buyers pulling out, procedural difficulties, ground contamination, searches etc. Further reports will be prepared for members as negotiations proceed and transactions are completed.
14. The final value realised will also depend on the application of the Council’s Affordable Housing policy. Experience to date has shown that this can lead to a significant reduction in the forecast receipt.

### **Risks in the Programme**

15. Most of the specific risks arise from former capital schemes including:
  - Uncompleted land transactions on the Inner Relief Road;
  - Unrealised land receipts on transactions related to regenerating the Manor estate;
  - Uncertainty over realising the projected receipts from the asset enhancement and Accommodation Efficiency Strategy which are

dependent on a sustained economic recovery in the property market;  
and

- Potential delayed development of Broad Street development which will fund a small part of the new Indoor Market cost.
16. Moreover there is a general risk of any approved project within the programme overspending. Given the pressures on the Revenue Budget, the CRP will be the last resort for covering overspends.
  17. There are also a number of legacy issues relating to European funded projects where the Council has been adjudged to be non-compliant with grant conditions and suffered clawback.

### **Conclusion on the Funding of the CRP**

18. Recognising the uncertainty over the future stream of capital receipts, officers believe there is no argument to recommend to Members that the current policy of approving CRP funds for the capital programme only 12 months ahead is changed.
19. There is some improvement in the property market which should start to move sites but the rate and scope of asset realisation is likely to be determined more by the Council's own policies and performance.





## GLOSSARY OF TERMS and ABBREVIATIONS

Term	Name	Description
BBAF	Better Buses Area Fund	A fund to support the development of an improved bus service network which replaced the Bus Services Operators Grant (BSOG).
BB2	Better Buses Fund 2	The follow on programme to BBAF
BID	Business Improvement District	A scheme in which Non Domestic ratepayers pay a levy on the rateable values of their properties to fund additional services or developments.
BRT North	Bus Rapid Transit North	A major project to deliver dedicated road lanes for buses between Sheffield and Rotherham.
CIL	Community Infrastructure Levy	A levy on new development. The purpose of the CIL is to contribute to the cost of infrastructure (roads, schools etc.) needed to support commercial and residential development.
	Clawback	A sanction imposed by a funding authority where the Council is adjudged to have broken the terms of the grant agreement either by not delivering the outputs to the promised volume or timescale, or failing to act in the way required by the agreement. The Council receives less money than it planned and must make good the shortfall from its own resources.
CPG	Capital Programme Group	The management group within the Council which develops and recommends to Cabinet the Capital Strategy for the Authority.
CPO	Compulsory Purchase Order	A statutory power to enable local authorities to purchase land in order to facilitate developments.
DfE	Department for Education	The central government department administering the national education policy.
DfT	Department for Transport	The central government department administering the national transport policy.
ERDF	European Regional Development	European Community Funds available to finance key projects.

	Fund	
HRA	Housing Revenue Account	The specific Council fund where costs and income associated with the provision of council housing are collected. The fund provides a substantial contribution to the refurbishment of council owned properties.
LEP	Local Enterprise Partnership	A body comprising Local Authority and local business representatives which allocate capital funds to major economic and infrastructure projects.
LSTF	Local Sustainable Transport Fund	Introduced by Government to promote sustainable transport interventions that support economic growth whilst reducing carbon emissions.
LTP	Local Transport Plan	The capital programme to develop and improve transport links across the county. Funded from central government grant.
NDD	New Development District	An area in the City Centre designated for regeneration through the construction of offices.
NRQ	New Retail Quarter	The area of the City Centre designated for a revitalised retail offer
SCR	Sheffield City Region	A combination of local authorities (Barnsley, Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales, Doncaster, North East Derbyshire, Rotherham and Sheffield) which jointly develop strategic infrastructure projects and economic policy within their combined geographic boundaries.
SCRIF	Sheffield City Region Investment Fund	Devolved funding from central government to be used to create key infrastructure for e.g. transport to promote and assist economic growth.
SRQ	Sheffield Retail Quarter	The programme to redevelop the retail offer in the city centre
SYITA	South Yorkshire Integrated Transport Authority	Established in 2009 to take the lead in developing transport policy across the county.
SYPTA	South Yorkshire Passenger Transport Executive	The organisation that takes the lead to develop the region's transport network and operates some transport facilities.
TIF	Tax Increment Financing	A scheme by which local authorities are given powers to borrow money to finance large scale infrastructure projects. The interest charge and borrowed sum are repaid using the additional local taxes created by the increased economic activity.

UTC	University Technical College	Academies for 14 – 19 year olds offering vocational training and education.
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## The Housing Investment Programme 2016/17 - 2020/2021

### 1 Background

This report sets out the Council's proposed investment in homes and neighbourhoods across the city. This investment plays an important role in contributing towards the delivery of the Council's Corporate Plan priorities.

The investment within this report represents Housing and Neighbourhoods activity within the city and is complemented by other investment and delivery activity.

The Housing Investment Programme helps to underpin and deliver some specific elements contained within the Council's 10 year Housing Strategy and other related strategies. This establishes three key objectives for housing in the City over the period 2013 - 23. These are:-

- Increase the supply of new homes in the city;
- Make best use of the city's existing stock;
- Help younger, older and vulnerable people to live independently.

The activities contained within the appendices follow this format in order to clearly set out how the Housing Investment Programme is contributing towards the achievement of these objectives. As noted above, there are other investment activities that are being delivered both by the Council and by other partners that will deliver additional outcomes. Some of these sit outside the scope of this report.

The proposed 2016/17 Housing Investment Programme totals £101.184m. The majority of this investment (£95.414m) will be invested in existing and new council housing, as part of the self-financing Housing Revenue Account (HRA) Business Plan 2016 – 17. This includes a commitment to deliver 1,000 new council homes through new build and acquisition by 2019/20.

#### Table 1 Split of Investment

The remaining £5.770m will be invested in non-HRA activity, as detailed within this report this is for private sector housing. The non-HRA activity remains at a level which is small by comparison to the overall programme. A priority continues to be exploring alternative options for funding or service delivery within the non-HRA areas.

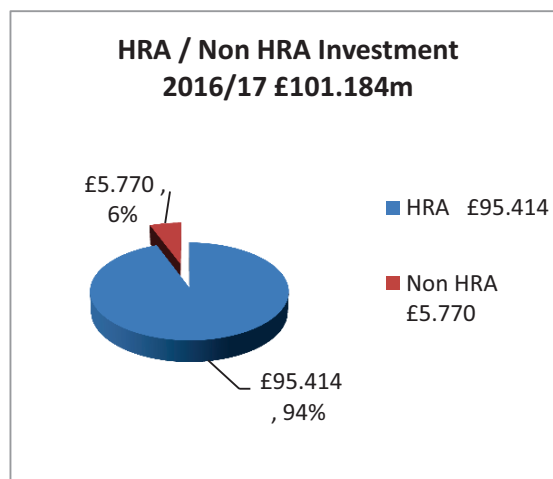
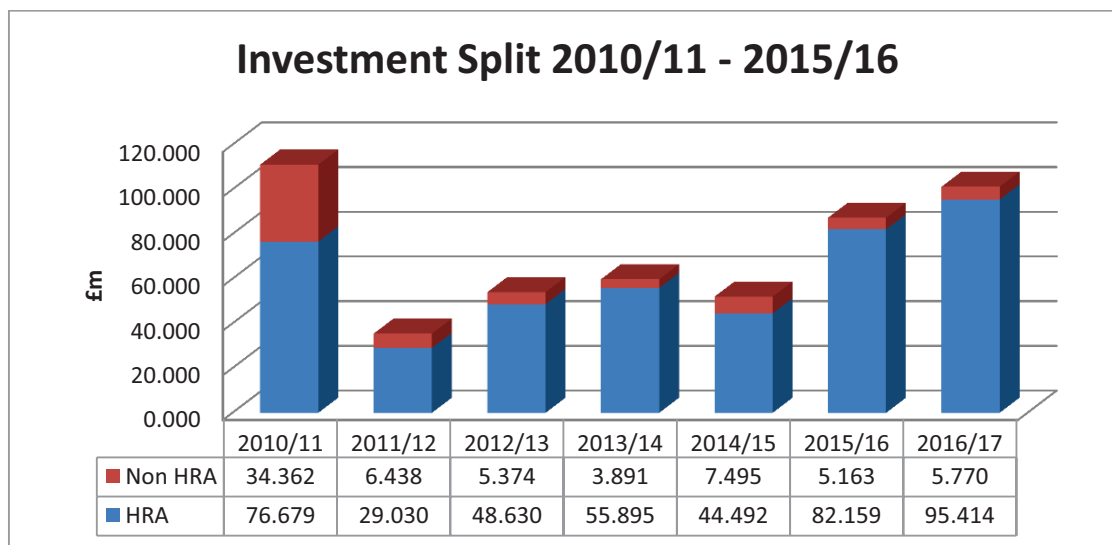


Table 2: 2010 – 2017 HRA / Non Investment



Increasing the number of homes in the city is critical to achieving economic growth.

The Strategic Housing Market Assessment identified that Sheffield requires between 1,975 and 2,425 new homes per year. Over the last year a considerable amount of work has taken place to review land available in the city (public and private ownership), to enable us to understand the potential number of homes that can be built for Sheffield. As part of the work to explore how we can support house building in the city a number of initiatives have been implemented.

A Housing Growth Board has been established to ensure a co-ordinated approach to housing delivery across Council Services.

A Key Account Management approach is being developed to bring together all services contributing to the delivery of new homes. A growth manager will lead this multi-disciplinary team, including housing officers, surveyors, planners and lawyers to focus on driving forward our priority areas.

Enabling more homes to be built requires us to provide a wider choice of land to developers. The council is currently looking at infrastructure requirements and developing a list of priorities for the city. Evidence shows us that viability can be a considerable barrier to building on brownfield land particularly in marginal housing markets and the council will be considering how best to target future resources to unlock housing delivery at the scale that the city requires.

Sheffield City Region, (SCR), has been established as the vehicle to develop a regional strategic growth plan and make the best use of resources available to support delivery. As part of this conversation with Government we are keen to establish a devolved housing fund which can be used more flexibly than current

funding structures. A detailed set of propositions have been presented to Government by SCR and a decision is expected shortly.

## **2 Review of what has been achieved in 2015/16**

### **Increase the supply of new homes in the city**

#### **Non HRA activity**

- 137 properties have been completed at Park Hill by March 2016, a combination of 17 social rent, and 120 sale and private rent.
- Improvements at 3 district/local centres at Spital Hill, Darnall and Attercliffe. Work started on site in November 2014 to carry out shop front improvements to Spital Hill this scheme completed in June 2015.
- In Attercliffe, the Town Team which the Council helped set up, continues to meet and plan for the centre. Plans are in place for information boards to be placed strategically round the centre giving information about the businesses and also heritage. These will be installed in Spring 2016.
- Manor Top has not as yet had improvements as this District Centre will be subject to a far wider plan of which Centres work will be part. A programme mandate has been approved by Great Place to Live Programme Board to ensure a co-ordinated approach to deliver major transformation.
- Registered Providers delivered 121 new affordable homes in the city.
- The Council has been named as the only authority in the region to have been awarded “Vanguard” status for the Right to Build pilot scheme .The Council has identified a list of 20 small, medium and large sites which are potentially suitable for custom build development. These have the potential to deliver over 200 new homes, 11 of these sites have already been marketed including Whitehouse Lane and Beighton Road. Sheffield Housing Company is nearing completion on the 293 homes to be built in Phase 1 with 246 completed by November 2015.
- The development at Norfolk Park will build 104 homes and the Parson Cross development 142 homes by 2016. Development of the third site, comprising 47 new homes built on a series of infill plots in Shirecliffe, was completed in 2015.

#### **HRA activity**

- A contractor is on site to deliver 51 new build council houses.
- 41 residents have been rehoused from Arbourthorne Fields, 24 homes have been acquired as part of the Long Term Empty Purchase and Repair Scheme.

1 general acquisition has been completed and 24 viable acquisitions are being processed.

### **HRA and Non HRA activity**

- The final 5 households at Park Hill have been rehoused since April 2015.
- 80 long term empties were brought back into use between October 2014 and October 2015.
- Planning permission has been granted for new housing on the former King Ecgbert School site.

### **Making the best use of the city's existing housing stock**

#### **HRA Activity**

- 3,200 council homes fitted with new efficient central heating systems.
- Continued to deliver the programme to install individually metered communal heating systems to a further 2,600 homes. Annual consumption figures are showing this work is generating an average saving of over £200 for customers.
- Completed the renewal District Heating Pipework at the Blackberry & Eleanor schemes.
- Continued to install cavity wall & loft insulation to any traditionally constructed properties that require work.
- Carried out essential Health & Safety improvements such as lift maintenance, electrical upgrades and asbestos management.
- The continuation of the programme of fire safety improvements to low rise flats and maisonettes with a further 5,000 homes completed.
- Completed the programme to install fire sprinkler systems to "Ranch" type properties across the city.
- Completed the Area Investment Environmental Programme and a significant amount of door entry work to blocks.
- Installed adaptations to nearly 500 homes to support people to continue to live independently in their home.
- Delivered new Flat roofs to around 1,300 homes.
- Procured 6 Pitched roofing contracts which have delivered around 4,000 new roofs.
- Procured 2 contracts to deliver Communal Area Investment this is due to start in February 2016.
- Procured 3 contracts to deliver a programme of kitchens, bathrooms, windows & doors these are due to start in February 2016.
- Acquisition and refurbishment of over 120 properties to be transformed into council homes.
- Completion of the demolition at SWaN. The demolition of the 246 "5M" type properties at Arbouthorne has begun with around 120 having been completed.

## Helping younger, older and vulnerable people live independently

### Non HRA Activity

- 88 low income home owners assisted to improve their homes. (87 Minor Works Grants and 1 Home Appreciation Loan).
- Exposures to hazards have been removed / reduced in 50 private rented homes. Risks have been reduced by removing hazards or conditions prejudicial to health with improvements to 420 homes
- Reduce the impact on neighbourhoods of empty homes by carrying out enforcement works to repair or improving the appearance of 30 empty homes.
- Brought 11 long term empty homes back in to use by taking enforcement action or using the threat of enforcement action.

### HRA and Non HRA Activity

- 861 homes both in the council and private sector received adaptations to enable people to remain in their homes, (396 Disabled Facility Grants and Public Sector 465 Adaptations).

## 3 The key targets for 2016/17

**Increase the supply of new homes in the city**

**£28.804m**

### Non HRA Activity

- Shop Front Improvement Scheme on London Road for up to 130 properties. Development work ongoing and planned to start on site March 16.
- Assist Registered Providers, (RP), partners to deliver 139 new homes as part of the Affordable Homes Guarantees Programme (AHGP).
- Work with RP partners in the city to deliver up to 152 homes as part of the Affordable Homes Programme.
- Continuation of the Sheffield Housing Company developments at Norfolk Park, Parson Cross and Shirecliffe.
- Sheffield Housing Company has designed a further 5 sites that constitute Phase 2. Four of the sites obtained planning approval in May 2015. The fifth site was submitted in December 2015. This work will result in a doubling of the development activity by 2016.

### HRA Activity

- Rehouse 25 residents and demolish 113 properties at Arbourthorne Fields Redevelopment Scheme.
- Completion of 51 new council houses.



- Work to start on site on the Manor 8 for the development of 101 new council homes.

### **HRA & Non HRA Activity**

- Work is on-going / progressing on the development of the 10 year Housing Delivery Investment Plan.
- Continued development of Park Hill.

### **Making the best use of the city's existing housing stock      £72.902m**

#### **HRA Activity**

- Installation of over 3,000 new central heating systems in Council homes.
- Complete the programme to install new heat meters.
- Continue to install cavity & loft insulation to homes that have not had this work completed and procure contracts to start the external wall insulation of non-traditional houses.
- The delivery of over 5,000 pitched roofs and 900 flat roofs.
- Complete the programme of work to install fire safety improvements to low rise flats and maisonettes.
- To further extend the waste recycling provision to blocks of flats
- Deliver Low Rise Communal Area upgrades to over 600 blocks.
- Deliver kitchen, bathroom window & door upgrades to over 2,000 homes.
- Complete adaptations work at homes where work is identified as being required.
- Continue to carry out essential Health & Safety works such as lift maintenance, electrical upgrades and asbestos management.
- Develop a programme of electrical works and start the delivery of upgrades.

### **Helping younger, older and vulnerable people live independently**

**£4.878m**

#### **Non HRA Activity**

- Deliver 20 Home Appreciation Loans (HALs) and 75 Minor Work Grants to ensure vulnerable owner occupiers can continue to live safely in their own homes.
- Investigate medical practitioner referrals to improve health outcomes of 50 health vulnerable private sector tenants.
- Make private sector homes safer by taking action including carrying out works in default to deal with category 1 hazards or conditions prejudicial to health in 450 homes.
- Reduce the impact on neighbourhoods of empty homes by carrying out enforcement works to repair or improving the appearance of 30 empty homes.
- Bring 8 long term empty homes back in to use by taking enforcement action or using the threat of enforcement action. This includes CPO action on a case

per at an average cost of £80k and take over the management of, refurbish, and let 2 empty homes per year at average cost £30k.

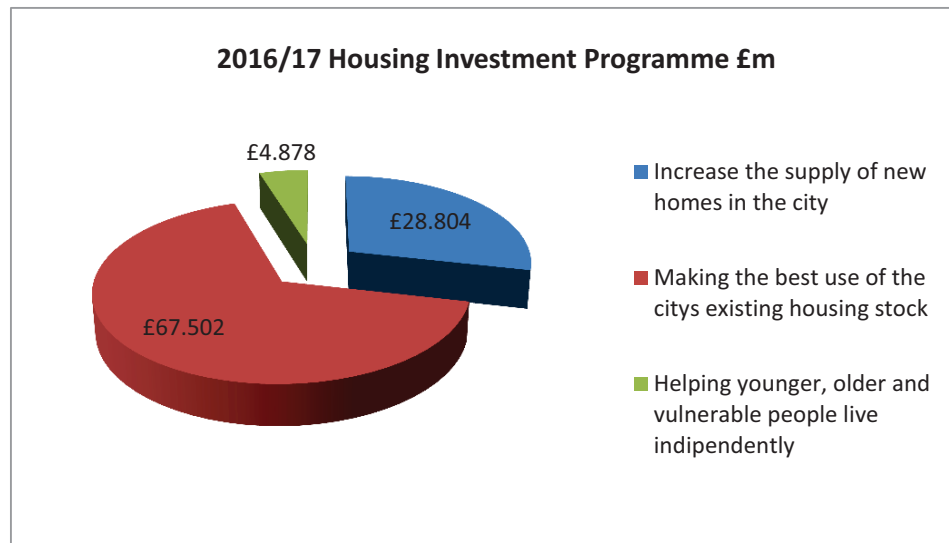
#### 4 The 2016/17 Housing Investment Programme

In total the council expects to invest £104.568m, (including slippage), through this programme in 2015/16 as set out in Appendix 6b and 6c. The source of these funds is set out in Appendix 6a. This sum will increase as some projects will carry over both funds and work commitments from 2015/16 into 2016/17; the level of slippage is currently forecast to be in the region of £3.384m.

Investment has been prioritised in line with the three key objectives outlined below (Table 3):

Increase the supply of new homes in the city,	£28.804m
Making the best use of the city’s existing housing stock,	£67.502m
Helping younger, older and vulnerable people live independently.	<u>£ 4.878m</u>
<b>TOTAL</b>	<b>£101.184m</b>

Table 3: Three Key Objectives



As set out in previous year’s Housing Investment Programme Cabinet Report, there has been a significant reduction in the funding available for regeneration and private sector housing interventions.

This limits the scope of activities that the council can undertake and has required a change in the way the council operates, to see greater emphasis on working closely with our partners to influence their investment decisions and deliver change and investment. We are also utilising New Homes Bonus to deliver regeneration outcomes and to increase housing growth.

## **5 Increase the supply of new homes in the city £28.804m**

### **Housing regeneration and housing supply,**

The Council is committed to increasing the supply of homes in the city, and has secured resources from a variety of sources to achieve this. The main sources of funding for housing growth is from income from the sale of assets and through HRA “borrowing headroom”. Additional funding comes from contributions from Homes & Communities Agency and New Homes Bonus.

The New Homes Bonus Scheme is now entering its sixth year; by the end of March 2016 the council will have received £23.209m of income in the first five years. The scale of the future income expected from this scheme can only be estimated, as it depends on the numbers of new homes built, the number of empty homes in the city and the number of properties demolished, and, above all, Government policy.

On 25<sup>th</sup> November 2015 the Comprehensive Spending Review and autumn statement set out plans to reform the New Homes Bonus, including means of sharpening the incentive to reward communities for additional homes and reducing the length of payments from 6 years to 4 years. Details of how this reform will affect the New Homes Bonus income assumptions moving forwards are currently being modelled, but it is anticipated that the future income may be significantly reduced.

The council has approved the use of these resources for projects aimed at creating housing, regeneration and economic growth within the city. A strategy has been developed aimed at delivering this growth, bringing long-term vacant homes back into use, supporting wider regeneration to improve the quality of life for residents in our neighbourhoods and encouraging private investment in building new homes.

The schemes which are currently funded or part funded from New Homes Bonus are set out below:-

- Successful Centres Programme
- London Road Shops
- Arbourthorne RAL's
- Norton Aerodrome
- New Build and Affordable Housing

The New Homes Bonus Programme for 2016/17 is £3.720m; this is broken down by capital of £2.294m and revenue of £1.426m, this report only covers the capital element of £1.259m within the Housing Investment Programme the balance of £1.035m is delivered outside of Communities.

The “Long Term Empty Purchase and Repair” scheme, which brings long term empty properties back into circulation through the HRA, the level of investment in

acquisition and new build is £25.308m of which the HCA contributes £20k per property and a contribution for staffing and project support of £227k.

### **Sheffield Housing Company**

Sheffield Housing Company's Phase 1 development comprises of 293 new homes spread across three neighbourhoods are over 50% complete. The new homes in Parson Cross, Shirecliffe and Norfolk Park are all selling well and Sheffield Housing Company, (SHC), has supported 28 apprentices to date in addition to working with many local businesses as part of their supply chain. Phase 1 is planned to be completed in 2016. By the end of 2015 SHC will have submitted a further 5 planning applications for approximately 480 new homes on 5 more sites across the city. This will be Phase 2 and will see SHC start to develop housing in Manor and Fir Vale during the year.

In 2015/16 the council will continue to support Sheffield Housing Company to deliver homes and maximise its impact on the regeneration and economic growth of the areas of the city in which it operates.

### **Investment in new affordable homes**

The Homes & Communities Agency (HCA) has provided funding for new affordable housing through the Affordable Homes Programme (AHP) and the Affordable Homes Guarantees Programme (AHGP).

Local Registered Providers (RPs) secured £7m funding from AHGP 2014/17, which together with RPs' private funding represents approximately £27m of investment. 122 homes should be completed through this route by the end of 2015/16 including:

- Regeneration schemes at Burngreave and Darnall.
- Older persons housing at Wisewood.

A further 139 homes should be completed through the AHGP in 2016/17, including:

- Regeneration schemes at Wybourn.
- Older persons housing at Jordanthorpe.

Local RPs also secured approximately £5.5m HCA grant funding from the first tranche of the 2015/18 AHP. Some of this funding is likely to be handed back to the HCA before start on site due to reductions in rents making some schemes unviable. However, most schemes are expected to go ahead and up to 152 homes are expected to be completed through the AHP in 2016/17, including:

- Regeneration schemes at Arbourthorne, Hyde Park, Beighton and Manor Park.
- Older persons housing at Shiregreen.

The full implications of the Comprehensive Spending Review have yet to be fully assessed at this point in time.

## Capital for Housing Improvement and Regeneration

The projects below are in the approved capital investment programme:

### HRA Regeneration

**£2.655**

- Park Hill, All residents are rehoused and the work is ongoing to ensure that the empty building is secured until the units are redeveloped.
- Arbourthorne Fields, the phased demolition of 246 non-traditional (5M type) properties.
- The delivery of a cleared site to facilitate a more diverse housing tenure.
- New build homes for affordable rent through Sanctuary Housing Association.

All households have been declared, rehousing is progressing well and ahead of predicted timescales. 110 properties have been demolished in the financial year 2015/16. Residents affected by the demolition were able to have first access to the new Sanctuary older persons flats and 2, 3 and 4 bedroom family houses. Affected residents also have demolition priority to other council and housing association homes in the Arbourthorne and Norfolk Park areas of the city.

### Programme Management

**£0.296m**

The staffing and professional support services costs incurred in the planning, management and delivery of the programme and professional fees.

### Essential Health and Safety

**£0.046m**

This includes a budget for emergency demolition of houses and garages.

### Regeneration

**£25.806m**

#### *Council Housing New Build*

Phase 1 of the New Build Council Housing project is on site at Darnall and Manor with completion of 51 homes due in autumn 2016. Phase 2 comprises 38 homes on the Weakland estate at Birley and is due on site in Spring 2016 with completion in Spring 2017.

Further phases are under consideration including new supported housing for older people and people with disabilities.

#### *Long Term Empties Purchase and Repair*

The Long Term Empty (LTE) Purchase & Repair scheme will deliver 45 properties over 3 years as part of the wider stock increase programme. This is part funded by the Homes & Communities Agency as part of the HCA's Affordable Homes Programme 2015/18. The properties will be acquired, refurbished and the added to

the council stock for social housing. The properties must have been empty for 6 months or more to qualify for purchase, they must be financially viable for the council to acquire and be in areas where we have demand for housing. So far the LTE Purchase & Repair scheme has acquired 16 long term empty properties in 2015/16 with an end of year figure expected to be 24.

## **6 Making the best use of the city's existing housing stock**

**£67.502m**

### **The review of the Housing Revenue Account (HRA) Business Plan**

The Housing Investment Programme contained within this report sets out the investment in council homes over the coming year, as part of the 30 year self-financing business plan. A separate report updating the HRA Business Plan for 2016/17 was agreed by Cabinet on 13th January 2016. The plan incorporates anticipated income and projected expenditure for 30 years and sets the long term direction for council housing investment and services in Sheffield.

### **Heating & Insulation**

**£10.837m**

There are boilers remaining across the city that are classified as obsolete and need replacing. The backlog of obsolete heating has been tackled systematically since 2009 and should see the completion of the original Obsolete Heating Programme. In 2016/17 £7.0m will be invested in renewing Obsolete Heating systems. This will reduce the cost of responsive repair breakdowns and benefit tenants by providing affordable warmth and tackling fuel poverty. During 2016/17 3,000 homes will benefit from the planned boiler replacement of old systems. Following the completion of the Obsolete Programme the priority will be to ensure that all heating systems that are older than 15 years are renewed and that this cycle of replacement is maintained.

The breakdown element of the project includes renewal work to the social housing stock for which the landlord has an obligation. The project will provide a responsive service to customers who experience a boiler breakdown. This is more likely to be on boilers that are old and obsolete but as this is on a responsive basis address lists cannot be determined. The number of boiler breakdowns has reduced over the previous year as a result of the planned Obsolete Programme therefore the budget for 2016/17 has been reduced to £1.0m.

The heat metering element of this programme commenced in 2014 and will complete by the end of 2017, at the end of this 6,000 homes in the city will benefit from this work. These homes receive their heating through either the Veolia District Heating network or through grouped heating / estate boiler plants with heat metering equipment. This will allow tenants, leaseholders and freeholders the opportunity to only pay for the heat they use.

There is a budget of £0.372k for the continuation of the scheme to install cavity and loft insulation to homes that have not had this work completed and procure contracts to start the external wall insulation of non-traditional houses.

This programme follows major investments in the efficiency of the boiler plant rooms and internal heating controls.

### **Community Heating**

**£0.905m**

A review of the underground District Heating and Community Heating distribution system has taken place to assess its condition. Following a review of District heating in 2016/17 this budget may be required to replace underground distribution pipe-work that has reached the end of its useful life and should avoid repeat breakdowns and revenue repairs costs. This budget will complement the heat metering improvements mentioned above.

### **Essential Investment Work (Health & Safety)**

**£1.915m**

Minimising fire risk in blocks of flats, this has become a regular item of expenditure following the fire at Lakanal House, Camberwell in London in July 2009. Risk assessments for all archetypes in the city were carried out and a programme has been underway for a number of years on low rise flats to deal with all identified risks as part of an agreed plan with the South Yorkshire Fire and Rescue Service. All future improvements will be tackled based on level of risk. Other Health and Safety work includes lift maintenance and replacement, electrical rewires, asbestos management, and fire sprinkler systems, in a 5 year programme.

### **Elementals Programme**

**£47.740m**

The following activity is included within the Elemental Programme:-

#### **Kitchens, Bathrooms, Windows & Doors**

This programme of work will continue to address the backlog of homes that did not have all elements of decent homes works or only had partial works completed. These elemental programmes will be delivered separately and will be delivered in two stages. The first stage will complete work to homes that had no work carried out during the Decent Homes Programme. Phase 2 will complete elemental work those homes that only had partial work completed during the Decent Homes programme.

#### **Communal Areas Investment**

A programme of communal area refurbishment for low rise flats is ongoing, this started on site in 2015/16. This work is complementing the decent homes work in the city and helps improve the sustainability of blocks. This is been done by refurbishing all low rise blocks in the city to a consistent standard. Each block will where practicable have a secure communal door or door entry system, double glazed windows in the communal area, provide a well-lit communal area and floor



finishes that are safe and can be easily cleaned. The extent of work in each block will be determined through site surveys in conjunction with local priorities.

### **Electrics**

A budget has been set for electrical work this will develop and deliver the future strategy and approach for electrical installations in the Council Housing stock. Many upgrades of systems were carried out as part of the Decent Homes programme particularly around the kitchen/bathrooms work however electrical installations to blocks and remaining parts of properties have not been invested in. A programme needs to be brought forward to deal with this backlog of work.

### **Roofs and Externals**

This work includes replacement of flat and pitched roofs, rainwater goods and external fascia's/soffits in order to protect the substantial investment in the internal fabric that the Council has made in the stock since 2004/2005; it will also enhance the appearance of neighbourhoods. Investment in the external fabric also provides an opportunity to generate savings to the revenue repairs budget by a planned programme of replacement rather than carrying out expensive individual responsive repairs and external painting which involves the use of scaffolding equipment and working at height. Work began in 2014/15 and will be completed in 2019/20.

### **Waste/Waste Management Improvements**

**£1.328m**

This project will include completing recycling facilities provision to blocks of flats in the city which require specific facilities. It is also anticipated that some bin chute closure work will be undertaken alongside this recycling work at some maisonette blocks which will provide a complete waste disposal solution.

### **Garages**

**£1.172m**

Investment of almost £4m is proposed over a 4 year period to 3,402 garages. 1291 garages and garages sites are not sustainable and it is proposed that these garages are demolished. This will secure the viability of garages for the long term and some sites may offer sites for new council house development.

### **Programme Management**

**£3.163m**

The staffing, professional support services costs incurred in the planning, management, delivery of the programme.

### **PSH Empty Properties**

**£0.120m**

The Council needs as a last resort to be able to take action to reduce the impact that empty properties have on the neighbourhood by serving enforcement notices and carrying out works when owners are non-compliant. Debts created can give rise to



enforced sale procedures which lead to a change in ownership as a precursor to return to occupation. CPO action is also sometimes warranted. Empty property management orders allow the Council to take over and let homes after carrying out any necessary works to bring them to an appropriate standard for letting. The ability to carry out or threaten to carry out such actions is a key enforcement tool for which a budget is an essential requirement.

## **7 Helping younger, older and vulnerable people live independently. £4.878m**

### **Disabled Facilities Grants for Owner Occupiers £2.000m**

This will be funded by £1.950m capital grant from Government through the Better Care Fund. In previous years the council has contributed £0.500m of its own resources. Due to the low level of capital receipts and other calls on this resource the match funding the council has previously provided is no longer available at this level but £0.050m has been identified as match funding. However this lower level of match funding may result in households waiting longer for adaptations in their homes and a waiting list may develop towards the latter part of the year. It could also have knock on effect on increasing the financial pressure on local health services and adult social care budgets – it is predicted that 400 disabled facility grants will be approved in the 2016/17 period and that 30% (120) of these will be prioritised as urgent. Cases are deemed urgent to avoid hospital admission. A small proportion of the total will be approvals issued for people awaiting discharge from hospital. Failure to find additional funding may see increased pressure on hospital and care services, therefore the capital receipt position will be reviewed regularly to see if it becomes possible to increase this budget during 2016/17.

### **Minor Works Grants £0.150m**

This project helps the vulnerable elderly owner occupiers to remain safe, secure and healthy in their homes by funding up to £2,000 of minor repairs per grant. Approximately 75 homes will benefit for each year of £0.15m investment, relieving pressure on home care services, hospitals and care homes.

### **Private Housing Standards £0.130m**

The Council is under a statutory duty to take action to deal with private rented properties where there is a Category 1 hazard or a statutory nuisance. We work with landlords to seek compliance through cooperation, however where necessary we do have to resort to enforcement action. This can be carrying out works in default or prohibiting the use of part or the whole dwelling. In some cases for the Council may wish to assist landlords to meet required property standards or achieve higher property standards where appropriate to do so.

Such cases for example could include works necessary to tackle childhood asthma or additional costs of fire protection to allow for residential careers for vulnerable adults.

**Homes and Loans****£0.635m**

This service was set up by Sheffield during 2004 to offer affordable loans instead of grants to financially vulnerable home owners living in non-decent accommodation. It continues to provide this service to all local authorities in Yorkshire and the Humber, as well as Sheffield. Such loans require no monthly repayments and only become due when the property changes hands. In addition, the service administers Relocation and Empty Property loans using various funding sources, and also provides Foster Care loans (conditionally non repayable) specifically for Sheffield. The service continues to be funded entirely from non-council resources.

**Sheffield Homes and Loans****£0.100m**

The current budget is fully committed and has been allocated to cases of extreme need where owner occupiers could not sustain continued occupancy of their homes without financial intervention and advice and guidance from housing officers. Further requests for assistance have had to be refused. The recent Building Research Establishment, (BRE), house condition survey shows that there are an increasing number of cases in similar need in the private sector. There is no other form of assistance for to Owner Occupiers to help them stay in their own homes. Funds do not often recycle back into the pot which evidences that this secures homes for people for the long term reducing pressure on council housing and care.

**Adaptations****£1.863m**

Since the start of the Decent Homes programme significant investment in Council housing has taken place to address any household who are in need of adaptations to allow independent living. The demand for adaptations is expected to increase given the age profile of council tenancies across the city. The Decent Homes investment does mean that many of the new bathrooms and adaptations will be able to help suppress costs and a number of initiatives to recycle stair lifts and ramps have been implemented to reduce costs. The budget will meet the demand of new requests and also refurbishment of older adaptations in 2016/17.

## Neighbourhoods Investment Programme 2016/17 to 2020/21

Resources for Investment in Council Housing	£000's 2016/17	£000's 2017/18	£000's 2018/19	£000's 2019/20	£000's 2020/21
Major Repairs Reserve/Capital	82,316	78,000	54,200	45,000	48,700
Additional Borrowing	0	0	14,300	19,200	4,700
Other Capital Contribution	3,200	2,000	500	400	400
HRA RTB Receipts (LA Share)	9,900	6,600	5,500	4,300	1,100
<b>Sub Total HRA</b>	<b>95,416</b>	<b>86,600</b>	<b>74,500</b>	<b>68,900</b>	<b>54,900</b>
HRA Slippage	3,384	0	0	0	0
<b>Total HRA Resources</b>	<b>98,800</b>	<b>86,600</b>	<b>74,500</b>	<b>68,900</b>	<b>54,900</b>
<b>Resources for Other Investment</b>					
Sub-regional Loan Contributions	635	541	0	0	0
New Homes Bonus	530	50	0	0	0
Disabled Facilities Grants (Better Care Fund)	1,950	1,950	1,950	1,950	1,950
Capital Receipts	0	0	0	0	0
Capital Receipts - RTB	1,731	0	0	0	0
Capital Receipts - Land	500	500	500	500	500
Capital Receipts - RTB Preserved	422	349	339	404	346
Corporate Resource Pool	0	0	0	0	0
<b>Sub Total General Resources</b>	<b>5,768</b>	<b>3,390</b>	<b>2,789</b>	<b>2,854</b>	<b>2,796</b>
Non HRA Slippage	0	0	0	0	0
<b>Total General Resources</b>	<b>5,768</b>	<b>3,390</b>	<b>2,789</b>	<b>2,854</b>	<b>2,796</b>
<b>Grand Total Resources</b>	<b>104,568</b>	<b>89,990</b>	<b>77,289</b>	<b>71,754</b>	<b>57,696</b>
Programme Total	104,568	89,990	77,289	71,754	57,696
Check Total	0	0	0	0	0

NB The Capital funding figures, including borrowing, are indicative at this stage. During 2015/16 the debt management strategy will seek to maximise savings on interest rates which will be used to benefit the HRA funding and borrowing positions.

## Neighbourhoods Investment Programme 2016/17 to 2020/21

Spending	£000's 2016/17	£000's 2017/18	£000's 2018/19	£000's 2019/20	£000's 2020/21
Helping younger, older and vulnerable people to live independently	4,878	4,853	4,404	4,580	4,880
Increase the supply of new homes in the city	28,804	18,448	17,274	17,653	334
Make best use of the city's existing housing stock	67,502	66,689	55,611	49,521	52,482
<b>Sub Total</b>	101,184	89,990	77,289	71,754	57,696
<i>Slippage</i>	3,384	0	0	0	0
<b>Grand Total</b>	104,568	89,990	77,289	71,754	57,696
<b>Funds</b>	104,568	89,990	77,289	71,754	57,696

## Neighbourhoods Investment Programme 2016/17 to 2020/21

Spending	£000's 2016/17	£000's 2017/18	£000's 2018/19	£000's 2019/20	£000's 2020/21
Adaptations and Access	1,863	1,932	2,024	2,200	2,500
Communal Areas Investment	5,878	5,970	3,420	5,200	5,000
Community Heating	905	385	1,062	1,155	1,380
Electrics	1,800	6,866	6,866	6,866	4,719
Essential Health & Safety	2,286	1,730	1,020	637	770
Garages	1,172	1,202	0	0	0
Heating	10,837	7,094	7,594	8,094	8,313
HRA Regeneration	845	0	0	0	0
Kitchens, Bathrooms, Windows & Doors	11,000	11,300	7,306	6,560	17,300
New Build & Acquisitions	25,258	18,038	16,914	17,314	0
Other Planned Elementals	268	2,000	2,000	4,250	0
Private Sector	3,135	3,041	2,500	2,500	2,500
Regeneration	2,359	68	18	18	18
Roofs & Externals	28,790	25,822	23,105	13,500	11,736
Waste Disposal	1,328	1,082	0	0	0
Programme Management	3,460	3,460	3,460	3,460	3,460
<b>Sub Total</b>	101,184	89,990	77,289	71,754	57,696
<i>Slippage</i>	3,384	0	0	0	0
<b>Grand Total</b>	104,568	89,990	77,289	71,754	57,696
<b>Funds</b>	104,568	89,990	77,289	71,754	57,696

## **Transport Capital Programme 2016/17**

### **The National Context**

1. The LTP is a statutory document that sets out how transport will help support the development of the Sheffield City Region (SCR) over the next 15 years. It comprises a 15 year strategy document covering the Sheffield City Region (2011-2026), together with a series of annual capital programmes for South Yorkshire.
2. The Better Buses Area Fund (BBAF) programme sets out specifically how public transport will help support the economic development of South Yorkshire over the next two years. The programme has three core elements - Smart Ticketing; Smart Infrastructure; and Smart Management.
3. The BB2 capital programme is a five year national pilot initiative, and is at various stages of development and delivery. The core elements are similar to other LTP and BBAF funded work, investing in improved infrastructure to increase efficiency and reduce the cost of bus operations on a number of key corridors (thereby reducing the need for Government direct grant assistance to operators).

### **The Local Agenda**

4. The funding streams combine to form the Council's overall transport programme. This programme will help deliver our "Vision for Excellent Transport in Sheffield", enabling people to make informed choices about the way they travel and helping transport contribute to the social, economic and environmental improvements we want to happen in the city.
5. The transport programme will reinforce the "Excellent Transport" vision by ensuring that transport contributes to achieving many of the outcomes in the Council's Corporate Plan, and will help deliver the specific transport objectives in the Corporate Plan, namely:
  - Thriving Neighbourhoods and Communities
  - Sustainable and Safe transport
  - Reducing carbon emissions
6. The transport programme also makes a significant contribution to the Council's new Public Health role, and links to ongoing "Olympic Legacy" work via Sheffield's National Centre for Sport and Exercise Medicine, by promoting "Active Travel" (walking and cycling).

## 7. Principles of Sheffield's Plan for Transport

- Segregated networks for public transport, walking, cycling and private cars *reducing conflict and accidents and offering improved transport speed, capacity and choice*
- Integration between all modes – thus Park and Ride from city outskirts; bike parking / hire and family friendly dedicated cycling / walking routes to bus and tram stops and key destinations *allowing faster public transport journeys and transforming connectivity*
- A “Metro” style public transport network for the city region integrating bus, tram, tram-train and rail *offering London Underground style simplicity and user confidence in interchange opportunities*
- Mode shift – from private car to walking and cycling for trips typically under two miles and from private car to public transport and cycling for trips under five miles *freeing up road capacity for essential journeys (and the mobility restricted), improving health, air quality and workforce productivity along with access to work and training*
- A defined network of “distributor” roads, engineered to 30mph speed limits (or higher where possible) legible for motorists and road freight and *designed to keep traffic flowing, physically protecting vulnerable users from danger and discomfort and reducing accidents and delays. Fewer major junctions, reducing stop-start motoring*
- Managed traffic volumes and speeds in residential and other areas, distinct from the distributor network *providing high quality, liveable neighbourhoods supporting 20mph speed limits with safe walking and cycling environment and minimising turning movements, traffic signals etc.*

### Overview of the Programme

8. Each year, the Council delivers a programme of transport projects, funded by external funds made available nationally. The Local Transport Plan (LTP) is the main process used historically by Government and the Department for Transport (DfT) for local authorities to set out their transport strategy and for the nationwide allocation of funds for projects. Sheffield is part of the South Yorkshire Local Transport Partnership, led by the South Yorkshire Integrated Transport Authority (SYITA). Sheffield's share of the LTP in 2016/17 is expected to be around £2.3m
9. In recent years the Government has also provided other dedicated funding streams for transport initiatives for authorities to bid for according to specific guidelines. Local Sustainable Transport Fund (LSTF), Better Buses Area Fund (BBAF) and Better Bus Area (BB2) resources are now both available to the South Yorkshire Partnership following successful bids. “Pinch Point” funding was awarded to Sheffield City Council for improvements to Penistone Road.

10. The “Better Buses Area Fund” completed in March 2014. A second “Better Bus Area” fund (BB2) was awarded to the Sheffield Bus Partnership in February 2013 in recognition of the ground-breaking Voluntary Agreement between the principal bus operators, SYPTE and the City Council that was launched in October 2012. This programme totals £18.3m spanning a five year period - £6.7m revenue activities (coordinated by SYPTE) and £11.6m capital investment. The Council is again responsible for leading on the delivery of these capital projects on behalf of the Sheffield Bus Partnership.
  
12. The Council’s formal Capital Approval process requires full Cabinet sign-off for each funding stream programme as outlined above, and each scheme within these. The lower flexibility of some of these funding streams, and their mixed capital/revenue nature has created further complexity for delivery. This paper therefore sets out current priorities for funding allocations prior to the Council’s overall budgets being agreed early in the New Year. Once developed the full programme will be taken through the Strategic Priority Programme Board for approval to ensure that the proposed work delivers benefits which are consistent with the Council’s Corporate Plan.
  
14. The Council will work with the South Yorkshire Integrated Transport Authority to make best use of the available funds.
  
15. Another very significant influence on timing is the Streets Ahead programme. The Council’s contractor Amey is progressing an initial five-year “core investment period” which ends in 2017/18 and most roads and footways in the city will be improved during this time, the works being spread across 108 “zones” to facilitate this. Maximising opportunities to dovetail funding (and therefore achieve value for money) whilst minimising disruption is therefore now central to the priorities for the Council’s overall transport capital programme over the next five years.

#### **Sheffield City Region Investment Fund Programme (SCRIF)**

16. The Council has agreed a deal with Central Government to devolve up to £500m of investment funds previously controlled by central government. Some of this will be available for transport schemes and can be used by the city region to create significant infrastructure projects to improve connectivity across South Yorkshire, North Derbyshire and North Nottinghamshire. The bidding process for these funds is via the City Region.



## The “Better Bus Area” (BB2) Programme

17. This is a similar programme to BBAF, except that it is specific to the Sheffield District as “reward” for the launch of the ground-breaking Sheffield Bus Partnership. It comprises a new five year capital and revenue programme, the capital element of which increases year-on-year with revenue decreasing. The capital programme will be to focus on further infrastructure projects that improve the reliability, punctuality and cost-effectiveness of bus services, hence contributing to passenger growth. The programme is coordinated by the PTE but delivery of most of the infrastructure projects rests with SCC
18. The current proposals for next year would see £2.9m invested and indicative allocations are given below:
19. Infrastructure investment again needs to tie into the Streets Ahead programme to minimise disruption and maximise value-for money. Further refinement of the programme will need to be agreed through the Bus Agreement Partners initially and will then be reported to the Cabinet Member and to SYITA as appropriate.

## Proposed 2016/17 Local Transport Plan Programme

20. In the coming year, there will be a number of **commitments for continuing existing initiatives**. These include:
  - Accident reduction schemes - additional funding for more schemes to improve road safety, from existing lists of known problem sites.
  - 20mph speed limits outside schools and in residential areas – implementing an agreed programme of 20mph areas where needed across the city, plus associated parking restrictions such as zig-zags outside school gates. The key priority remains on reducing child casualties.
  - The citywide programme of projects under the banner of “Enhancements to the Streets Ahead Programme”, including pedestrian crossings, refuge islands, school entrance schemes – focussed on the twenty zones where Amey are programmed to be working next year;
  - Another city-wide programme, again linked to Streets Ahead, of smaller scale opportunities such as provision of dropped kerbs, guard rails, removal of old street clutter etc. – identified jointly with Amey for each zone and with input from ward Councillors;
  - Another city-wide programme, again linked to Streets Ahead, of small scale cycling opportunities;

- Cycle Routes - continued progress on a programme of on-street facilities and off-road “Green Routes”, encouraging more people to try different ways of travelling to work and adopt healthier lifestyles whilst avoiding congestion. The LTP investment also enables development work for future bids for DfT funding such as “Cycle Ambition Grant”; “Cycling Cities” etc.
- Sheffield Bus Agreement Work –the Council’s contribution to the Bus Partnership focuses on dealing with bus hotspots and developing Key Bus Routes to help prevent buses getting stuck in congestion and hence improve reliability and increase patronage.
- Traffic Management schemes – including small scale traffic signal enhancements and camera enforcement schemes
- Public Rights of Way improvements – a rolling annual programme to maintain local footpaths

Details of these schemes can be found in Appendices 9 and 10.

22. Arising from the above and recognising the overall imperative to align the Capital Programme as much possible with Amey’s “core” programme, the following indicative Programme Blocks are proposed:

<b>Draft 2016/17 LTP Programme by Block Allocation</b>	<b>£ million</b>
Road Safety schemes	<b>0.6</b>
Action linked to “Streets Ahead” Programme	<b>0.6</b>
Contribution to Bus Rapid Transit North project	<b>0.5</b>
Traffic management schemes	<b>0.5</b>
Public Rights of Way	<b>0.1</b>
<b>Total (£2.6m provisionally available)</b>	<b>2.3</b>

Detail project proposals will be brought forward via the Programme Boards as part of the Council’s capital approval process. These numbers are not included within Appendices 9 and 10.

**Proposed 2016/17 Better Buses Area Fund 2 Programme**

23. Projects are currently being worked up to invest over £4m in various bus corridors across the city to improve network reliability.

## Regeneration Programme

### The National Context

1. Over the last five years, central government policy on capital funding for economic stimulation projects has changed. There has been a move towards investments in projects which repay the original capital either through a direct repayment of the loan or grant from the profits of the project, or higher business rates for local authorities like the TIF schemes (see paragraph 95).
2. The government has sought to create regional funds (like the Local Growth Fund) where cash allocations are made through the Local Enterprise Partnerships (LEPs). The BRT North project has obtained a £2.3m loan to cash flow the project until local building developments generate CIL earnings to repay the loan.
3. In the future, government policy may further devolve funding for skills, transport, regeneration projects and other capital spending decisions to City Region authorities with the involvement of the Local Enterprise Partnerships (LEP) in capital allocation decisions

### The Local Agenda

4. In practice this means that there is a substantial fund known as the Sheffield City Region Investment Fund (SCRIF) which is available to the leaders of the Sheffield City Region (SCR) to allocate and transform the infrastructure and economy of the SCR.
5. The Council has already succeeded in securing £5m public realm improvements for the Grey-to-Green in the West Bar area and to develop a high quality campus around the University of Sheffield. Further bids will be made for projects to develop the city centre around Castlegate, Fitzallan Square to Paternoster Row and , promote an industrial development at Claywheels Lane.
6. The biggest scheme under the development is the Sheffield Retail Quarter (also known as the New Development District). For the moment this is being wholly funded by the Council as it acquires the necessary parcels of land and develops the blue print for the scheme. This work will be completed to enable the process for selecting the development partner of land. The options for structuring the property deal are being finalised and will be presented to Cabinet. The potential for the Council to work up the project to create an investment grade opportunity and either seek a forward sale with interim funding or fund the scheme directly is also being considered.

7. These schemes support the Council's strategy to create a revitalised city centre which will drive footfall and business creating jobs and grow the economy of the city.
8. The regeneration of the city extends beyond the city centre. In the Lower Don Valley the Council has a number of initiatives aimed at regenerating the area. This strategy is based upon securing the future of the established businesses through better flood defences, creating new businesses by remediating the site of the former Don Valley Stadium for use as an Advanced Well-being and Research centre, and creating new homes and schools in the area to support the growth of the community.
9. Other joint initiatives with Rotherham Metropolitan Borough Council over Sheffield – Rotherham Economic Corridor and national investment like the Tram-Train project should further strengthen the development of the area.
10. Plans are also being drawn up to regenerate the Upper Don Valley to create more employment and housing from Parkwood right through to Stocksbridge and Deepcar. These will be brought forward in due course.

#### **The Capital Programme 2016-17**

11. The key components of the 2016-17 Capital Programme include SRQ (£58.8m), Grey to Green, demolition of Castle Market (£2.8m), the remediation and development of the Olympic Legacy Park (£5.7m) and £16m for the construction of the Lower Don Valley Flood defences.
12. These schemes have a relatively long time frame for delivery. Some benefits will be seen immediately in 2016-17 but other schemes will continue to the end of the decade.

#### **The Expected Benefits**

13. Through these works the Council aims to promote more economic activity, create a better public realm and the lift overall national standing of the city.

Summary of 2016/17 Capital Projects by Portfolio

Appendix 9

2016-17 Approved Capital Programme

Values in £'000s	Expenditure					Total
	Current Year Outturn	2016-2017	2017-2018	2018-2019	2019-	
Resources	7,603	1,412	-	-	-	9,015
CYPF	33,495	29,329	16,418	363	330	79,935
Communities	362	315	-	-	-	677
Regeneration & Leisure	99,053	28,824	1,784	-	-	129,661
Housing Programme	81,419	104,568	89,990	77,289	129,450	482,717
Highways	17,039	3,916	529	-	-	21,484
Corporate	30,574	26,803	38,350	-	-	95,727
<b>Total</b>	<b>269,547</b>	<b>195,166</b>	<b>147,073</b>	<b>77,652</b>	<b>129,780</b>	<b>819,218</b>

### Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget  
 Company: 00001 SHEFFIELD CITY COUNCIL  
 Programme: \*All  
 Directorate: RESOURCES  
 Service: \*All  
 Division of Service 1: \*All  
 Division of Service 2: \*All  
 Division of Service 3: \*All  
 Division of Service 4: \*All  
 Manager: \*All  
 Business Unit / Project: \*All  
 Approval Status: Approved or Requested Approval Versions  
 Stage: 10 Project Planning - 90 Disposal

	Values in £000s									
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Expenditure
00001 SHEFFIELD CITY COUNCIL										Total
RESOURCES										
FINANCE										
BUSINESS CHANGE & INFO SOLNS										
^OFFICE ACCOMMODATION										
^OFFICE ACCOM EFFICIENCIES				8,026	677	23				700
^OFFICE ACCOM EFFICIENCIES				248	1,475	47				9,548
^WORKSTYLING				1,595	161					409
90079 - CARBROOK UTC RELOCATION	SEP 2015	MAR 2017	Approved - Active	186	530					2,318
90120 - MOORFOOT	APR 2010	MAR 2017	Approved - Active							716
90133 - HOWDEN HOUSE ACCOMM STRATEGY	SEP 2011	MAR 2016	Approved - Active							
90140 - PROJECT DELIVERY COSTS	APR 2013	MAR 2016	Approved - Active							
90141 - IT WORKSTREAMS	APR 2013	MAR 2017	Approved - Active							
TRANSPORT										
^TRANSPORT SERVICES										
^TRANSPORT SERVICES				1,569	221					1,790
^TRANSPORT SERVICES										
90138 - VEHICLE & PLANT EFFICIENCY 13-	JAN 2013	MAR 2016	Approved - Active							
^PROPERTY AND FACILITIES MANAG										
^P&FM CAPITAL SCHEME										
^CIVIC ACCOMMODATION										
^CIVIC ACCOMMODATION										
CENTRAL TRANSPORT										
90149 - TOWN HALL ESSENTIAL WORKS	AUG 2015	MAR 2016	Approved - Active		101					101
^P&FM CAPITAL SCHEME										
^P&FM CAPITAL SCHEME										
^LIBRARIES										
90066 - CENTRAL LIBRARY (Q00010)	NOV 2015	MAR 2016	Approval Requested		124					124
^OTHER INFRASTRUCTURE				1	(1)					-
90062 - ELLESMERE CTR & ROOF & FRA (Q00073)	DEC 2014	OCT 2015	Approved - Active							50
90065 - RADON WORKS (Q00073)	SEP 2015	MAR 2016	Approved - Active		50					100
90073 - RENEWAL OF PLANT & EQP PROG	NOV 2015	MAR 2016	Approval Requested		100					20
90075 - PLANT RENEWALS PROG (Q00073)	NOV 2015	MAR 2016	Approval Requested		20					

Values in £'000s	Expenditure						Total			
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017		2017-2018	2018-2019	2019-
<b>*OTHER</b>										
90020 - VOLUNTARY REGISTRATION	JUN 2013	MAR 2016	Approved - Active	396	79					475
92356 - MILLENIUM GALLERY LIFE CYCLE	APR 2010	MAR 2016	Approved - Active	623	61					683
94412 - FIRERISK ASSESSMENT PROGRAMME (Q00073)	APR 2010	MAR 2016	Approved - Active	76	132					208
97899 - PATH RESURFACING PROGRAMME (Q00007)	APR 2010	JAN 2016	Approved - Active	292	174					467
<b>*ROOF RENEWAL</b>										
90064 - LOVE STREET DDA (Q00006)	JAN 2015	JUL 2015	Approved - Active	0	45					45
90145 - PARK LIBRARY/COMM ROOF RENEWAL (Q00021)	DEC 2014	MAR 2016	Approved - Active	0	575					576
<b>*FIRE SAFETY MANAGEMENT</b>										
90027 - DARNALL FRA WORKS (Q00073)	DEC 2013	MAR 2016	Approved - Active	11	359					370
90148 - STOCKSBRIDGE LIBRARY FRA (Q00073)	APR 2015	MAR 2016	Approved - Active	0	305					305
90150 - FRA WORKS 15-16 (Q00073)	AUG 2015	AUG 2016	Approval Requested		108	1,342				1,450
<b>*ALLOTMENT INVESTMENT</b>										
90024 - ALLOTMENT INVESTMT PROG 13-14 (Q00002)	APR 2013	JUN 2015	Approved - Active	41	4					46
<b>COMMUNITY BLDGS TEAM</b>										
<b>COMMUNITY BLDGS TEAM</b>										
97941 - CBT WINCObANK COMMUNITY BLDG	APR 2012	MAR 2016	Approved - Active	51	320					372
<b>*LIBRARIES</b>										
94362 - LIBRARY WORKS	JAN 2012	MAR 2016	Approved - Active	0	100					100
<b>ASBESTOS SCHEMES</b>										
<b>ASBESTOS SCHEMES</b>										
<b>ASBESTOS SCHEMES</b>										
<b>ASBESTOS SCHEMES</b>										
Q00050 - ASBESTOS SCHEMES	APR 2011	MAR 2016	Approved - Active		150					150
<b>HEALTH &amp; SAFETY COMPLIANCE</b>										
<b>HEALTH &amp; SAFETY COMPLIANCE</b>										
<b>HEALTH &amp; SAFETY COMPLIANCE</b>										
<b>HEALTH &amp; SAFETY COMPLIANCE</b>										
Q00073 - HEALTH & SAFETY COMPLIANCE	DEC 2012	MAR 2016	Approval Requested		1,009					1,009
<b>Total</b>				13,116	7,603	1,412				22,131

### Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget  
 Company: 00001 SHEFFIELD CITY COUNCIL  
 Programme: \*All  
 Directorate: CYPF  
 Service: \*All  
 Division of Service 1: \*All  
 Division of Service 2: \*All  
 Division of Service 3: \*All  
 Division of Service 4: \*All  
 Manager: \*All  
 Business Unit / Project: \*All  
 Approval Status: Approved or Requested Approval Versions  
 Stage: 10 Project Planning - 90 Disposal

	Expenditure						Expenditure			
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017		2017-2018	2018-2019	2019-
00001 SHEFFIELD CITY COUNCIL										
CYPF										
^BASIC NEED PROVISION										
^CAPITAL DELIVERY UNIT										
^PRIMARY POPULATION GROWTH										
^PRIMARY POPULATION GROWTH 2										
^EXTENSION										
90678 - FEASIBILITY & DESIGN	JAN 2008	MAR 2016	Approved - Active	528	150					677
^MAINLINE PROGRAMME										
^CAPITAL PROGRAMME										
^DEVELOPMENT										
90732 - NEW PMY - WATERMEAD (Q00061)	NOV 2012	MAR 2016	Approved - Active	5,623	98					5,721
90762 - TINSLEY PRIMARY (Q00061)	JUN 2014	APR 2017	Approval Requested	255	3,233					9,000
90763 - ROWAN EXPANSION (Q00061)	JUN 2014	MAR 2016	Approved - Active	200	1,685	5,511				1,886
90768 - OUGHTBRIDGE EXTENSION (Q00061)	JAN 2015	MAR 2016	Approved - Active	18	1,548					1,566
90795 - NEW PMY - NETHERTHORPE AREA (Q00061)	AUG 2015	MAR 2016	Approved - Active		20					20
90796 - FIRS HILL 2013 BULGE YEAR (Q00061)	AUG 2015	MAR 2016	Approved - Active		7					7
90797 - NEW 8FE SEC SCH - SW (Q00061)	AUG 2015	MAR 2016	Approved - Active		13					13
90798 - 1FE EXPANSION - ECCLESALL INF (Q00061)	AUG 2015	MAR 2016	Approved - Active		20					20
90800 - CARTERKNOWLE REFIT-1FE CLIFF (Q00061)	SEP 2015	MAR 2016	Approved - Active		6					6
90801 - SOUTH WEST 2FE EXPANSION T/P (Q00061)	AUG 2015	MAR 2016	Approved - Active		10					10
90802 - NEW 5FE SEC SCH NE - WOODSIDE (Q00061)	AUG 2015	MAR 2016	Approved - Active		11					11
90803 - 1FE ADDITIONAL PMY PROV N (Q00061)	AUG 2015	MAR 2016	Approved - Active		17					17
90806 - OUGHTBRIDGE DINING POD (Q00061)	OCT 2015	MAR 2016	Approved - Active		350					350
Basic Need										
Basic Need										
Basic Need										
Q00061 - Basic Need										
^BSF										
^CAPITAL DELIVERY UNIT										
^WAVE 1										
	APR 2011	MAR 2018	Approval Requested		-	13,828	16,220			30,048



### Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget  
 Company: 00001 SHEFFIELD CITY COUNCIL  
 Programme: \*All  
 Directorate: CYPF  
 Service: \*All  
 Division of Service 1: \*All  
 Division of Service 2: \*All  
 Division of Service 3: \*All  
 Division of Service 4: \*All  
 Manager: \*All  
 Business Unit / Project: \*All  
 Approval Status: Approved or Requested Approval Versions  
 Stage: 10 Project Planning - 90 Disposal

		Expenditure						Expenditure			
		Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Total
Values in £000s											
<b>^WAVE 4</b>											
<b>^REFURB</b>											
90620 - KING EDWARDS (UP)		APR 2010	MAR 2016	Approved - Active	19,887	79					19,966
90624 - BIRLEY		MAY 2010	MAR 2016	Approved - Active	19,739	39					19,778
90627 - ADD'L PUPIL PLACES(SECONDARY)		MAR 2011	MAR 2016	Approved - Active	1,003	1,860					2,863
<b>^FEES</b>											
<b>^FEES</b>											
90613 - SCC INTERNAL PROG. COSTS - W4		JAN 2010	MAR 2016	Approved - Active	3,760	38					3,799
90614 - LEP BUSINESS PLAN - W4		MAR 2010	MAR 2018	Approved - Active	1,690	156	24	18			1,888
90639 - SCC CONTRACT COSTS - W4		JAN 2008	APR 2018	Approved - Active	3,899	578	130	150			4,757
<b>^NEW BUILD</b>											
<b>^NEW BUILD</b>											
90621 - BRADFIELD		APR 2010	MAR 2016	Approved - Active	2,686	14					2,700
<b>^CAPITAL MAINTENANCE</b>											
<b>^P&amp;FM CAPITAL SCHEME</b>											
<b>^PRIMARY PRIORITISATION PROG</b>											
<b>^REFURB</b>											
<b>^REFURB</b>											
90691 - PMY MAINT. EMERGENCY WORKS (Q00060)		JUL 2011	MAR 2016	Approved - Active	401	749					1,150
90730 - CAP MAINT - RADON EXTRACTION		SEP 2012	MAR 2016	Approved - Active	17	33					50
90743 - FRA WORKS PROGRAMME (Q00060)		APR 2013	MAR 2016	Approved - Active	772	22					794
90756 - PCMP - WALKLEY PMY HM&E (Q00060)		MAR 2014	MAR 2016	Approved - Active	626	74					700
90757 - FRA WORKS PROGRAMME - 14/15 (Q00060)		APR 2014	MAR 2016	Approved - Active	99	979					1,079
90758 - LYDGATE INFANTS - MECHANICAL (Q00060)		APR 2014	MAR 2016	Approved - Active	481	132					613
90765 - MANOR LODGE STRUCTURAL (Q00060)		APR 2015	MAR 2016	Approved - Active		50					50
90766 - REIGNHEAD PMY - HEATING (Q00060)		JAN 2015	AUG 2015	Approved - Active	0	225					225
90771 - ADAPTATIONS (Q00060)		APR 2015	MAR 2016	Approved - Active		100					100
90779 - PIPWORTH PMY - PLANT ROOM (Q00060)		APR 2015	MAR 2017	Approval Requested		244	1,040				1,283
90780 - GLEADLESS PMY (J) - PLANT ROOM (Q00060)		APR 2015	MAR 2016	Approved - Active		87					87
90781 - BROOK HOUSE JNR - PLANT ROOM (Q00060)		APR 2015	MAR 2016	Approved - Active		92					92
90782 - ROYD NURSERY INFANTS- PLANT RM (Q00060)		APR 2015	MAR 2016	Approved - Active		93					93
90783 - WOODSEATS PMY - PLANT ROOM (Q00060)		APR 2015	MAR 2016	Approved - Active		106					106
90784 - RIVELIN PMY - PLANT ROOM (Q00060)		APR 2015	MAR 2016	Approved - Active		43					43
90785 - FIRSHILL PMY - BOILER REPLACE (Q00060)		APR 2015	MAR 2016	Approved - Active		80					80
90787 - BALLFIELD - PLANT ROOM (Q00060)		APR 2015	MAR 2016	Approved - Active		85					85

### Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget  
 Company: 00001 SHEFFIELD CITY COUNCIL  
 Programme: \*All  
 Directorate: CYPF  
 Service: \*All  
 Division of Service 1: \*All  
 Division of Service 2: \*All  
 Division of Service 3: \*All  
 Division of Service 4: \*All  
 Manager: \*All  
 Business Unit / Project: \*All  
 Approval Status: Approved or Requested Approval Versions  
 Stage: 10 Project Planning - 90 Disposal

	Expenditure						Total		
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017		2017-2018	2018-2019
Values in £000s									
90788 - WISEWOOD SP CTR- WATER HEATER (Q00060)	APR 2015	MAR 2016	Approved - Active		13				13
90789 - HUCKLOW PMY 4-11- WARM AIR UN (Q00060)	APR 2015	MAR 2016	Approved - Active		25				25
90790 - RAINBOW FORGE-HME (Q00060)	APR 2015	MAR 2017	Approval Requested		132	988			1,119
90791 - PMY MAINT MEERSBROOK WIN-ROOF (Q00060)	APR 2015	SEP 2016	Approval Requested		53	401			454
90792 - PMY MAINT BRADWAY ROOF (Q00060)	APR 2015	SEP 2016	Approval Requested		30	195			224
90793 - PMY MAINT SHORTBROOK WINDOWS (Q00060)	APR 2015	SEP 2016	Approval Requested		33	219			252
^CAPITAL DELIVERY UNIT									
^MAINLINE PROGRAMME									
^REFURB									
90479 - POST IMPLEMENTATION	APR 2010	MAR 2016	Approved - Active	229	2				231
^CYP OTHER SCHEMES									
^CHILDRENS COMMISSIONER									
^SPECIAL EDUCATIONAL NEEDS									
^CYP OTHER SCHEMES									
^EQUIPMENT									
90548 - SCHOOLS ACCESS INITIATIVE	APR 2010	JUN 2015	Approved - Active	1,489	16				1,505
CYP CAPITAL SCHEMES									
^CYP OTHER SCHEMES									
^CYP OTHER SCHEMES									
CYP CAPITAL SCHEMES									
90764 - PRINCE EDWARD PRIMARY (Q00060)	AUG 2014	MAR 2016	Approved - Active	4	296				300
^EARLY YEARS									
^CHILDRENS COMMISSIONER									
^CYP OTHER SCHEMES									
^CYP OTHER SCHEMES									
SCHOOL KITCHENS									
^BUSINESS STRATEGY									
^CYP OTHER SCHEMES									
^CYP OTHER SCHEMES									
^KITCHEN									
90755 - EXPANSION -FSM PROV (INFANTS)	JAN 2014	MAR 2016	Approved - Active	1,119	328				1,447
^SHORT BREAKS FOR CHILDREN									
^CHILDRENS COMMISSIONER									
^CYP OTHER SCHEMES									
^CYP OTHER SCHEMES									

### Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget  
 Company: 00001 SHEFFIELD CITY COUNCIL  
 Programme: \*All  
 Directorate: CYPF  
 Service: \*All  
 Division of Service 1: \*All  
 Division of Service 2: \*All  
 Division of Service 3: \*All  
 Division of Service 4: \*All  
 Manager: \*All  
 Business Unit / Project: \*All  
 Approval Status: Approved or Requested Approval Versions  
 Stage: 10 Project Planning - 90 Disposal

		Expenditure							Expenditure		
		Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Total
Values in £000s											
AHDC	90745 - THORNBRIDGE ACCESSIBLE UNIT	JUL 2014	MAR 2017	Approval Requested	90	88	722				900
^OTHER CYP SCHEMES											
^CHILDREN & FAMILIES											
^CYP OTHER SCHEMES											
^DEMOLITIONS											
^CHILDRENS COMMISSIONER											
^CYP OTHER SCHEMES											
^OTHER											
90769 - ALDINE HOUSE - SUNDRY WORKS		JAN 2015	MAR 2016	Approval Requested	67	6					73
90770 - ALDINE HOUSE - EXTENSION		MAR 2015	MAR 2016	Approval Requested	5	171					176
90773 - ALDINE HOUSE - 2 BED EXTENSION		APR 2015	MAR 2016	Approved - Active		29					29
90774 - ALDINE HOUSE - SECURITY UPGRAD		APR 2015	MAR 2016	Approved - Active		18					18
90775 - ALDINE HOUSE - INTERNAL REFURBS		JUL 2015	SEP 2016	Approved - Active		44					44
90794 - ALDINE HOUSE HEATING (Q00060)		NOV 2015	MAR 2016	Approved - Active		107	95				202
90807 - ALDINE HOUSE BEDROOM REFURB		NOV 2015	MAR 2016	Approval Requested		13					13
90808 - ALDINE HOUSE UNDERCROFT AREA2		NOV 2015	MAR 2016	Approval Requested		31					31
^INVEST TO SAVE											
^INVEST TO SAVE											
90704 - FOSTER CARER HOUSING ENHANCE		SEP 2011	MAR 2017	Approval Requested	130	197	75				402
^CAPITAL RECEIPT											
^CAPITAL DELIVERY UNIT											
^MAINLINE PROGRAMME											
^CYP OTHER SCHEMES											
^INFRASTRUCTURE											
90361 - BSF PH1 - INFRASTRUCTURE		JAN 2008	MAR 2016	Approved - Active	4,022	15					4,037
^DEVOLVED FORMULA CAPITAL											
^CAPITAL DELIVERY UNIT											
^MAINLINE PROGRAMME											
^MAINLINE PROGRAMME											
^CYP OTHER SCHEMES											
^CYP OTHER SCHEMES											
90448 - SF DEVOLVED CAPITAL 2011-12		APR 2011	MAR 2018	Approved - Active	8,398	1,604	1,400				11,402
^CAPACITY, PLANNING & DEVELOPM											
^MAINLINE PROGRAMME											
^CAPITAL PROGRAMME											

### Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget  
 Company: 00001 SHEFFIELD CITY COUNCIL  
 Programme: \*All  
 Directorate: CYPF  
 Service: \*All  
 Division of Service 1: \*All  
 Division of Service 2: \*All  
 Division of Service 3: \*All  
 Division of Service 4: \*All  
 Manager: \*All  
 Business Unit / Project: \*All  
 Approval Status: Approved or Requested Approval Versions  
 Stage: 10 Project Planning - 90 Disposal

	Expenditure							Total		
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018		2018-2019	2019-
Values in £000s										
<b>^DEVELOPMENT</b>				435	42				477	
90714 - PFG2 - ACRES HILL PMY (Q000061)	DEC 2011	MAR 2016	Approved - Active	2,929	1,831				4,760	
90734 - NORFOLK PARK PMY REPLACEMENT	APR 2013	MAR 2016	Approved - Active	291	298				3,210	
90737 - GLEADLESS PRIMARY - REBUILD (Q000061)	JUN 2013	MAR 2017	Approved - Active	745	2,805	2,621			3,550	
90746 - GREYSTONES EXPANSION (Q000061)	NOV 2013	MAR 2016	Approved - Active	311	2,395	1,757			4,462	
90747 - HALLAM RECONFIGURATION (Q000061)	NOV 2013	MAR 2017	Approved - Active	230	8				238	
90752 - NETHER GREEN - MOBILE REPLACE (Q000060)	JAN 2014	MAR 2016	Approved - Active	8,205	7,732	40	30	363	16,700	
90761 - DON VALLEY SCHOOL (Q000061)	JAN 2014	MAR 2022	Approved - Active		299				299	
90776 - DOBCROFT INFTS-1 YR EXPANSION (Q000061)	JUN 2015	MAR 2016	Approved - Active		250				250	
90777 - HALFWAY INFTS -MOBILE REPLACE (Q000060)	APR 2015	MAR 2016	Approved - Active							
<b>^LOCAL DELIVERY</b>										
<b>^CHILDRENS COMMISSIONER</b>										
<b>^EXTENDED SCHOOLS</b>										
<b>^NEW BUILD</b>										
<b>LOCAL GROWTH FUND PROJECTS</b>				87	1,038				1,125	
90716 - GRACE OWEN NURSERY	MAR 2012	APR 2016	Approved - Active							
<b>^CYP OTHER SCHEMES</b>										
<b>^CYP OTHER SCHEMES</b>				516	425	283			1,224	
<b>^OTHER</b>										
90744 - FEL CAPITAL (Q000075)	SEP 2013	MAR 2017	Approval Requested							
<b>Total</b>				90,988	33,495	29,329	16,418	363	330	170,923

## Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget

Company: 00001 SHEFFIELD CITY COUNCIL

Programme: \*All

Directorate: COMMUNITIES

Service: \*All

Division of Service 1: \*All

Division of Service 2: \*All

Division of Service 3: \*All

Division of Service 4: \*All

Manager: \*All

Business Unit / Project: \*All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

	Expenditure						Expenditure			
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017		2017-2018	2018-2019	2019-
Values in £000s										
00001 SHEFFIELD CITY COUNCIL										
COMMUNITIES										
COMMUNITY SERVICES										
CARE AND SUPPORT										
^CARE & SUPPORT										
^PERFORMANCE & RESOURCES										
^PERFORMANCE & RESOURCES										
97044 - MOBILE WORKING SOLUTIONS (Q00013)	MAY 2013	MAR 2016	Approved - Active	1,080	328					1,408
97045 - SAP PROJECT (Q00013)	JUL 2013	SEP 2015	Approved - Active	390	24					414
^CC CAPITAL SCHEMES										
CC CAPITAL SCHEMES										
^OTHER CAPITAL SCHEMES										
^PROGRAMME MANAGEMENT										
^CARE & SUPPORT										
^OTHER CAPITAL SCHEMES										
^PROGRAMME MANAGEMENT										
WARM & HEALTHY HOMES										
^OTHER CAPITAL SCHEMES										
^PROGRAMME MANAGEMENT										
CC CAPITAL SCHEMES										
97056 - WARM & HEALTHY HOMES	MAR 2016	MAR 2017	Approval Requested		10	315				325
<b>Total</b>				1,469	362	315	-	-	-	2,147

### Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget  
 Company: 00001 SHEFFIELD CITY COUNCIL  
 Programme: \*All  
 Directorate: PLACE  
 Service: \*All  
 Division of Service 1: \*All  
 Division of Service 2: \*All  
 Division of Service 3: \*All  
 Division of Service 4: \*All  
 Manager: \*All  
 Business Unit / Project: \*All  
 Approval Status: Approved or Requested Approval Versions  
 Stage: 10 Project Planning - 90 Disposal

	Project Start	Project End	Approval Status	Values in £'000s						Total
				-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	
00001 SHEFFIELD CITY COUNCIL										
PLACE										
^REGENERATION & DEVELOPMENT SE										
^PLANNING										
^ENVIRONMENTAL PLANNING SCHEME										
^OTHER PLANNING SCHEMES										
^OTHER PLANNING SCHEMES										
94456 - SPITAL HILL PUBLIC ART	NOV 2011	MAR 2014	Approved - Active	63	16					79
^OTHER PLANNING SCHEMES										
^OTHER PLANNING SCHEMES										
^OTHER										
92459 - WOODSIDE OPEN SPACE	MAY 2015	SEP 2015	Approved - Active		48					48
LOCAL GROWTH FUND PROJECTS										
92448 - FORMER NORTON AERODROME	APR 2013	MAR 2018	Approval Requested	395	1	50	304			750
^CITY DEVELOPMENT										
^CDD DEVELOPMENT										
^OTHER CDD SCHEMES										
^OTHER CDD SCHEMES										
94004 - MOOR PUBLIC REALM PHASE 2	JAN 2009	JUL 2015	Approved - Active	2,467	18					2,486
94009 - PORTER BROOK REMEDIAL WORKS	APR 2015	MAR 2016	Approved - Active	34	449					483
94010 - LDV FLOOD DEFENCE WORKS	JUL 2013	MAR 2019	Approved - Active	2,034	4,890	10,081	1,138			18,144
94012 - PORTER BROOK FLOOD STUDY	JUL 2013	JUN 2015	Approved - Active	52	23					75
94013 - GREY TO GREEN	SEP 2014	MAR 2016	Approved - Active	316	3,474					3,790
94017 - CULVERT ENHANCEMENT PROG	JUL 2015	MAR 2016	Approval Requested		197					197
94020 - BROOKHILL AREA IMPROVEMENTS	APR 2015	MAR 2017	Approved - Active		1,910	4,866				6,776
94326 - EDWARD STREET	JAN 2009	DEC 2015	Approval Requested	1,036	167					1,203
LOCAL GROWTH FUND PROJECTS										
94007 - SPITAL HILL ELLESMERE GREEN	MAR 2012	JUL 2015	Approved - Active	905	37					942
CAPITAL & MAJOR PROJECTS										
^P&FM CAPITAL SCHEME										
^DEMOLITIONS										
^DEMOLITIONS										
^DEMOLITIONS										
90012 - CASTLE MARKET DECOMMISSIONING	JAN 2013	OCT 2016	Approved - Active	1,580	2,822					4,402
^MOOR MARKETS										

	Values in £'000s						Expenditure				Total
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-		
<b>^MOOR MARKETS</b>											
^MOOR MARKET											
94402 - NEW MARKET DEVELOPMENT	MAR 2012	MAR 2015	Approved - Active	17,771	21					17,792	
<b>^ASSET ENHANCEMENT</b>											
^ASSET RATIONALISATION											
^ASSET RATIONALISATION											
90014 - FARM SITES ENHANCEMENT (Q00070)	AUG 2014	MAR 2015	Approved - Active	910	8					8	
90019 - BANNERDALE ASSET ENHANCE	DEC 2012	MAR 2016	Approved - Active		363					1,273	
90200 - WOODHOUSE HUB (Q00065)	APR 2016	MAR 2017	Approved - Active		-	450				450	
90201 - HILLSBOROUGH HUB	APR 2015	MAR 2016	Approved - Active		176					176	
90202 - RELOCATION PARKING SERV (Q00065)	APR 2015	MAR 2016	Approved - Active		120					120	
90804 - WOODSEATS HUB	AUG 2015	MAR 2017	Approved - Active		28	72				100	
<b>SHEFFIELD RETAIL QUARTER</b>											
^SRO											
SHEFFIELD RETAIL QUARTER											
SHEFFIELD RETAIL QUARTER											
94050 - SHEFFIELD RETAIL QUARTER 2	OCT 2013	MAR 2017	Approved - Active	13,194	49,006					62,200	
94051 - ASBESTOS REMOVAL - GROSVENOR	AUG 2015	MAR 2016	Approved - Active		1,074					1,074	
94052 - SRQ DEMOLITIONS	JAN 2016	MAR 2017	Approved - Active		1,004	1,691				2,695	
94053 - SRQ HIGHWAY ENABLING WORKS	NOV 2015	MAR 2017	Approved - Active		150	5,460				5,610	
94439 - SHEFFIELD RETAIL QUARTER CPO	APR 2011	DEC 2016	Approved - Active	5,339	313	100				5,752	
<b>^ASSET MANAGEMENT PLANS</b>											
^ASSET RATIONALISATION											
^MGT & SUPPORT											
90031 - CIP FEASIBILITY & DESIGN	APR 2014	MAR 2016	Approved - Active	10	90					100	
90032 - RESOURCE COSTS	APR 2014	MAR 2018	Approved - Active	86	156	123	124			489	
<b>^CULTURE &amp; ENVIRONMENT</b>											
CITY CENTRE MANAGEMENT											
^OTHER											
^OTHER											
94120 - M1 GATEWAY PUBLIC ART PROJECT	MAR 2014	MAR 2018	Approved - Active	20	55	300	190			565	
94457 - WOMEN OF STEEL	OCT 2011	SEP 2016	Approved - Active	43	76	26				145	
<b>^COM OF SPORT/CULTURAL TRUSTS</b>											
^LEISURE ACTIVITIES											
^SPORT STRATEGY											
^FORMER DVS											
94107 - DVS REMEDIATION (Q00005)	DEC 2013	MAR 2016	Approved - Active	959	5,235					6,194	
94112 - OLP FA PITCH (Q00005)	JAN 2008	JAN 2009	Approved - Active		30					30	
94113 - OLP INFRASTRUCTURE (Q00005)	JAN 2008	MAY 2016	Approved - Active		304					304	
94114 - OLP INFRASTRUCTURE PUBLIC REALM (Q00005)	OCT 2015	MAR 2016	Approved - Active		126					126	
<b>^OTHER OPERATORS</b>											
94104 - NORTH ACTIVE	NOV 2013	MAR 2016	Approved - Active	793	6,707					7,500	
94105 - GRAVES NCSEM PROJECT (Q00005)	APR 2014	OCT 2016	Approved - Active	697	10,815	4,827				16,339	
94109 - FA PITCH (GRAVES)	DEC 2014	MAR 2016	Approved - Active	112	3,224					3,336	
94110 - FA PITCH (THORNCLIFFE)	DEC 2014	MAR 2016	Approved - Active	102	3,661					3,763	
<b>^CULTURE</b>											
^OTHER											
94108 - SITE GALLERY IMPROVMENTS	JUL 2014	JUN 2017	Approval Requested	30	-	95				125	
<b>^PARKS &amp; COUNTRYSIDE</b>											
^OTHER PARKS PROJECTS											

Values in £'000s	Project Start	Project End	Approval Status	Expenditure					Total	
				-2015	2015-2016	2016-2017	2017-2018	2018-2019		2019-
<b>^OTHER PARKS PROJECTS</b>										
<b>^DEVELOPMENT</b>										
93402 - LOWFIELD PRO FIT	JAN 2009	DEC 2009	Approved - Active	122	4					126
94380 - MANOR FIELDS TODDLER PLAY	AUG 2011	APR 2015	Approved - Active	142	8					149
94470 - URBAN NATURE PARKS	OCT 2013	APR 2019	Approved - Active	281	469					750
94471 - DOUGLAS ROAD	NOV 2013	MAR 2016	Approved - Active	21	4					25
94475 - BEIGHTON CLOSED LANDFILL	JUL 2014	MAR 2016	Approved - Active	51	257					308
94476 - BEIGHTON LEACHATE TREATMENT	MAY 2015	MAR 2016	Approved - Active		570					570
94477 - PARKWOOD RESOLUTION SITE	OCT 2015	MAR 2017	Approved - Active		199	124				323
94487 - CHARNOCK REC/N GROUND MUGA	FEB 2015	APR 2016	Approved - Active	22	51					74
94484 - BOTANICAL GARDENS EDUCATION	DEC 2015	AUG 2017	Approved - Active		118	463	28			609
97946 - PARKWOOD SPRINGS CYCLE TRACK	APR 2011	OCT 2013	Approved - Active	110	4					114
<b>^CORE</b>										
93408 - ENDCLIFFE PARKOUR	JUL 2013	AUG 2015	Approved - Active	36	2					38
93410 - ANGRAM BANK PARK IMPROVEMENTS	AUG 2012	MAR 2016	Approved - Active		39					39
93412 - CROOKES VALLEY PARKS	JAN 2009	DEC 2015	Approved - Active	32	35					67
93414 - EAST GLADE	NOV 2013	APR 2015	Approved - Active	28	37					65
93416 - OUSEBURN ROAD OPEN SPACE	AUG 2015	OCT 2016	Approved - Active		8	35				43
94121 - WINGOBANK HILL PHASE 1	JAN 2010	MAR 2017	Approved - Active	39	10	1				50
94390 - WOODLAND MGMT FOR BIRDS EM	JUL 2010	MAR 2015	Approved - Active	242	21					263
94466 - WOODLANDS S106	JUL 2013	NOV 2014	Approved - Active		63					63
94469 - WINGOBANK HILL PHASE 2	OCT 2013	MAR 2016	Approved - Active	20	47					67
94472 - CHAPELTOWN TEEN AREA	SEP 2014	MAR 2016	Approved - Active		26					26
94488 - HILLSBORO PK TENNIS COURTS	APR 2015	SEP 2015	Approved - Active		13					13
94489 - HIGH HAZEL TENNIS COURT	APR 2015	SEP 2015	Approved - Active		60					60
94490 - CATHERINE STREET OPEN SPACE	JUN 2015	MAR 2016	Approved - Active		36					36
94482 - RETHINKING PARSON CROSS PARK	OCT 2015	MAR 2016	Approved - Active		6					6
94483 - MOVE MORE RUNNING ROUTES	NOV 2015	MAR 2016	Approved - Active		46	60				106
94495 - LADY CANNINGS PLANTATION TRACK	NOV 2015	DEC 2015	Approved - Active		50					50
<b>LOCAL GROWTH FUND PROJECTS</b>										
94397 - PARK HILL GREEN LINKS	NOV 2012	DEC 2015	Approved - Active	298	55					353
94463 - CLAY WOOD GREEN LINKS	SEP 2012	MAR 2016	Approved - Active	583	22					605
<b>Total</b>				50,978	99,053	28,824	1,784	-	-	180,639



### Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget  
 Company: 00001 SHEFFIELD CITY COUNCIL  
 Programme: \*All  
 Directorate: COMMUNITIES  
 Service: \*HOUSING CAPITAL PROGRAMME  
 Division of Service 1: \*All  
 Division of Service 2: \*All  
 Division of Service 3: \*All  
 Division of Service 4: \*All  
 Manager: \*All  
 Business Unit / Project: \*All  
 Approval Status: Approved or Requested Approval Versions  
 Stage: 10 Project Planning - 90 Disposal

	Expenditure										Total
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Expenditure	
Values in £000s											
00001 SHEFFIELD CITY COUNCIL											
PLACE											
*HOUSING CAPITAL PROGRAMME											
*PSH CAPITAL INVESTMENT											
*REGENERATION & DEVELOPMENT											
*PDSI											
*RING FENCED FUNDS HAL											
97428 - SHEFFIELD HAL	OCT 2012	MAR 2021	Approval Requested	6	73	100	100	100	200	580	
*SHEFFIELD PSH PROGRAMME											
97333 - MINOR WORK GRANTS	JAN 2008	MAR 2021	Approval Requested	1,139	250	150	150	150	300	2,139	
*COMMUNITY CARE & SUPPORT											
97334 - DISABLED GRANTS	JAN 2008	MAR 2021	Approval Requested	18,351	2,000	2,000	2,000	2,000	4,000	30,351	
*PRIVATE HOUSING STANDARDS											
*SHEFFIELD PSH PROGRAMME											
97200 - HOUSE CONDITION SURVEY	AUG 2015	NOV 2015	Approved - Active	119	100					219	
97222 - PSH EMPTY PROPERTIES	JAN 2008	MAR 2021	Approval Requested	1,139	271	120	120	120	240	2,010	
97390 - PHS ACTIVITY	APR 2010	MAR 2021	Approval Requested	46	100	130	130	130	260	796	
*REGEN & DEVELOPMENT CAPITAL											
*REGENERATION & DEVELOPMENT											
*PROGRAMME MANAGEMENT											
*PROGRAMME MANAGEMENT COSTS											
97321 - PROGRAMME MANAGEMENT COSTS GF	JAN 2008	MAR 2021	Approval Requested	10,746	498	296	296	296	592	12,724	
*REGENERATION											
LOCAL GROWTH FUND PROJECTS											
97350 - ARBOURTHORNE SMS	APR 2013	MAR 2018	Approved - Active	2,233	2,760	1,731				6,723	
97437 - SPITAL HILL SHOP FRONTS	NOV 2013	MAR 2016	Approved - Active	207	123					330	
97449 - LONDON ROAD SHOP FRONTS	AUG 2015	APR 2017	Approved - Active		20	530	50			600	
*CITY WIDE											
97282 - PARK HILL (STH)	JAN 2009	MAR 2017	Approval Requested	9,952	135	80				10,168	
97341 - CENTRALISED CLEARED SITES	JAN 2009	MAY 2015	Approved - Active	101	1					102	
97434 - CROSS HOUSE ENABLING WORK	JUL 2013	MAR 2016	Approved - Active	1	2					3	
*NORTH											
90136 - CHAUCER SQUARE MAINTENANCE	JAN 2009	DEC 2030	Approval Requested	45	25	18	18	18	36	160	
94011 - DARNALL CENTRE PRI	JAN 2014	MAR 2016	Approved - Active	22	3					25	

	Values in £'000s	Project Start	Project End	Approval Status	Expenditure					Total	
					-2015	2015-2016	2016-2017	2017-2018	2018-2019		2019-
<b>*SOUTH</b>											
97340 - SWAN		JAN 2008	MAR 2016	Approved - Active	8,418	159					8,576
97365 - NORFOLK PARK COMMUNITIES INITI		APR 2010	MAR 2016	Approved - Active	5	29					34
<b>HOUSING RETAINED SCHEMES BUDGETS</b>											
<b>*SUSTAINABLE ENERGY</b>											
<b>*ENERGY &amp; ENVIRONMENTAL INITIA</b>											
92827 - CLEAN BUS TECHNOLOGY FUND		APR 2015	MAR 2016	Approved - Active		352					352
<b>HOMES &amp; LOANS</b>											
<b>*RING FENCED FUNDS HAL</b>											
97243 - YORK - NY SUB REGION HAL		APR 2010	MAR 2017	Approved - Active	67	13					79
97394 - HULL - HUMBER SUB REGION HAL		JAN 2008	MAR 2017	Approved - Active	1,079	445					1,524
97395 - NE Lincs - SUB REGION HAL		APR 2010	MAR 2017	Approved - Active	567	260					827
97520 - KIRKLEES RF FUNDS HAL(2)		APR 2014	MAR 2018	Approved - Active		100	100				300
<b>*RHB LOANS</b>											
97150 - RHB LOANS HAL		JAN 2008	MAR 2018	Approval Requested	2,112	200	200	200			2,712
97451 - REGIONAL ENERGY HAL		APR 2016	MAR 2021	Approval Requested		-	10	10			20
97462 - REGIONAL ERL		APR 2016	MAR 2021	Approval Requested		-	150	231			381
<b>*WEST YORKSHIRE RF RHB LOANS</b>											
97355 - BRADFORD - WY SUB REGION HAL		APR 2010	MAR 2017	Approved - Active	236	50	100				386
<b>*EMPTY PROPERTY LOANS</b>											
97501 - EP LOANS HULL		APR 2013	MAR 2017	Approved - Active	69	68	75				212
97502 - EP NORTH EAST LINC		APR 2013	MAR 2017	Approved - Active	321	571					892
97504 - EP LOANS YORK		APR 2014	MAR 2017	Approved - Active	182	182					364
97505 - COMM EP NORTH EAST Lincs		APR 2014	MAR 2016	Approved - Active	68	53	120				241
<b>*COUNCIL HOUSING &amp; DEVELOPMENT</b>											
<b>*REGENERATION &amp; DEVELOPMENT</b>											
<b>*STOCK INCREASE PROGRAMME</b>											
LOCAL GROWTH FUND PROJECTS											
97429 - LTE'S PURCHASE & REPAIR		APR 2013	MAR 2018	Approval Requested	1,758	1,755	1,215	486			5,214
<b>*CITY WIDE</b>											
97550 - SHC - NEW HOMES ACQUISITIONS		APR 2013	MAR 2016	Approved - Active	3,426	74					3,500
97551 - COUNCIL HSG ACQUISITIONS PROG (Q00067)		APR 2014	MAR 2020	Approval Requested	1,477	12,150	12,579	12,915	10,899	12,278	62,288
97552 - NEW BUILD COUNCIL HSG PHASE 1 (Q00067)		OCT 2014	APR 2017	Approved - Active	40	3,579	3,677	178			7,475
97553 - NEW BUILD COUNCIL HSG PHASE 2 (Q00067)		APR 2015	APR 2018	Approval Requested		257	5,881	155	142		6,435
Q00087 - STOCK INCREASE (CHS)		APR 2014	MAR 2020	Approval Requested		-	1,906	4,303	5,873	5,036	17,119
<b>*PROGRAMME MANAGEMENT</b>											
<b>*PROGRAMME MANAGEMENT COSTS</b>											
97348 - HRA PROGRAMME MANAGEMENT		JAN 2008	MAR 2021	Approval Requested	2,820	383	383	383	383	766	5,118
<b>*HOUSING SERVICES</b>											
<b>*HEATING &amp; INSULATION</b>											
<b>*HEATING PROGRAMME</b>											
97127 - OBSOLETE HEATING		APR 2010	MAR 2021	Approval Requested	24,905	6,999	7,000	4,094	4,094	8,194	55,287
97404 - HEATING BREAKDOWNS (Q00069)		APR 2012	MAR 2019	Approval Requested	5,071	1,064	1,000	1,000	1,000		9,135
97405 - INSULATION (COUNCIL HSG) (Q00069)		APR 2012	MAR 2021	Approval Requested	159	71	400	2,000	2,500	8,213	13,343
97406 - NEW HEATING INSTALLATIONS (Q00069)		APR 2012	MAR 2018	Approved - Active	504	-					504
<b>*DECENT HOMES</b>											
97961 - DH - METERING (Q00045)		JUN 2011	MAR 2017	Approved - Active	1,539	1,408	2,464				5,411
<b>*COMMUNITY HEATING</b>											
<b>*HEATING PROGRAMME</b>											
97416 - COMM HTG - PIPEWORK RENEWAL (Q00069)		APR 2013	MAR 2018	Approval Requested	100	1,233	935	385	1,062	2,535	2,653
97417 - COMM HTG - PLANT ROOMS (Q00069)		MAY 2013	MAR 2016	Approved - Active	548	25					573
Q00079 - COMMUNITY HEATING (CHS)		APR 2014	MAR 2021	Approval Requested		-					3,597

	Values in £'000s	Project Start	Project End	Approval Status	Expenditure					Total	
					-2015	2015-2016	2016-2017	2017-2018	2018-2019		2019-
<b>^ESSENTIAL INVESTMENT WORK</b>											
<b>^COMMUNITY CARE &amp; SUPPORT</b>											
97131 - ALMO ASBESTOS SURVEYS		APR 2010	MAR 2021	Approval Requested	6,398	203	193	212	184	350	7,540
97269 - EMERGENCY DEMOLITIONS		JAN 2008	MAR 2021	Approval Requested	544	46	46	46	46	45	773
97448 - PROPERTY CONVERSIONS (Q00084)		APR 2015	MAR 2017	Approved - Active	167	167	4	1,012	284	200	1,838
Q00084 - ESSENTIAL INVESTMENTS (CHS)		APR 2015	MAR 2021	Approval Requested		-	341				
<b>^HEATING PROGRAMME</b>											
97264 - HEALTH & SAFETY ENHANCE PROG		APR 2010	MAR 2019	Approved - Active	2,988	138	138	138	138		3,550
97838 - COMPARTMENTALISATION - FS		APR 2010	MAR 2017	Approved - Active	1,991	1,361	1,242				4,594
97968 - LIFT MAINTENANCE & REPAIR		APR 2011	MAR 2021	Approval Requested	1,461	322	322	322	368	812	3,607
97989 - SPRINKLERS - FIRE SAFETY (Q00069)		JUL 2013	MAR 2016	Approved - Active	726	857					1,584
<b>^ADAPTATIONS &amp; ACCESS</b>											
<b>^ADAPTATIONS</b>											
97147 - ADAPTATIONS		APR 2010	MAR 2021	Approval Requested	41,216	1,863	1,863	1,932	2,024	4,700	53,598
<b>^ROOFS &amp; EXTERNALS</b>											
<b>^HEATING PROGRAMME</b>											
97418 - PITCHED ROOFING & ROOFLINE (Q00069)		JUL 2013	APR 2021	Approval Requested	2,733	19,549	22,379	21,754	17,768	12,500	96,682
97419 - FLAT ROOFING (Q00069)		APR 2013	MAR 2021	Approval Requested	1,774	7,099	3,961	15	11	350	13,210
Q00080 - ROOFS & EXTERNALS (CHS)		APR 2014	MAR 2021	Approval Requested		-	2,500	4,054	5,326	12,386	24,267
<b>^OTHER PLANNED ELEMENTALS</b>											
<b>OTHER</b>											
97422 - NON HIGHWAYS RESPONSIVE WORKS (Q00089)		JUN 2015	MAR 2016	Approved - Active		100					100
<b>OTHER PLANNED ELEMENTS (CHS)</b>											
Q00089 - OTHER PLANNED ELEMENTS (CHS)		APR 2014	MAR 2020	Approval Requested		-	268	2,000	2,000	4,250	8,518
<b>^WASTE MANAGEMENT</b>											
<b>^HEATING PROGRAMME</b>											
97409 - RECYCLING ROLL-OUT (Q00069)		SEP 2012	MAR 2017	Approval Requested	474	100	1,547				2,121
<b>WASTE MANAGEMENT (CHS)</b>											
Q00083 - WASTE MANAGEMENT (CHS)		APR 2014	MAR 2019	Approved - Active		-	514	1,082			1,596
<b>^STOCK INCREASE PROGRAMME</b>											
<b>^SOUTH</b>											
97435 - LTE'S REPAIRS AND REFURB CHS		AUG 2013	MAR 2016	Approved - Active	230	281					511
97444 - GENERAL/R/TB ACQUISITIONS CHS (Q00069)		APR 2015	MAR 2016	Approved - Active		642					642
<b>^COMMUNAL AREA INVESTMENT</b>											
<b>^HEATING PROGRAMME</b>											
97441 - COMMUNAL AREAS-LOW RISE FLATS		NOV 2014	MAR 2021	Approval Requested		1,800	6,578	5,970	3,420	10,200	27,968
<b>^KITCHENS, BATHROOMS, WINDOWS</b>											
<b>^HEATING PROGRAMME</b>											
97442 - KITCHEN/BATHRM PLANNED REPLMT		APR 2014	MAR 2021	Approval Requested		800	7,600	7,200	7,307	21,860	44,767
97443 - WINDOWS & DOORS PLACEMENT(CHS)		APR 2014	MAR 2021	Approval Requested		300	4,100	4,100		2,000	10,500
<b>^ELECTRICS</b>											
<b>ELECTRICS (CHS)</b>											
Q00081 - ELECTRICS (CHS)		APR 2014	MAR 2021	Approval Requested		-	1,800	6,866	6,866	11,585	27,116
<b>^PROGRAMME MANAGEMENT</b>											
<b>^SH MANAGEMENT FEES</b>											
97148 - S.H.MGMT FEES COMMISSIONED		APR 2011	MAR 2021	Approval Requested	11,581	2,990	2,781	2,781	2,781	5,561	28,474
<b>^REGENERATION</b>											
<b>^SOUTH</b>											
97271 - SWAN COMMISSIONED		JAN 2008	OCT 2015	Approved - Active	4,163	131					4,294
97294 - PARKHILL DEMOLITION SHM (STH)		APR 2008	MAR 2017	Approval Requested	2,871	371					3,242
97413 - SWEENEY (Q00069)		JUN 2012	MAR 2016	Approved - Active	106	287					394
97414 - ARBOURTHORNE SMS REFURB (Q00069)		APR 2013	MAR 2018	Approved - Active	1,099	2,180	845				4,124

	Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total	
					-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-		
<b>^HMR</b>												
<b>^AREA INVESTMENT ENVIRONMENTAL</b>												
<b>^ENERGY &amp; ENVIRONMENTAL INITIA</b>												
97830 - EP NORTH AREA		APR 2010	MAR 2016	Approved - Active	550	117						667
97831 - EP NORTH WEST		APR 2010	MAR 2016	Approved - Active	1,012	101						1,113
97832 - EP EAST		APR 2010	MAR 2016	Approved - Active	604	291						895
97833 - EP CENTRAL		APR 2010	MAR 2016	Approved - Active	727	154						881
97834 - EP SOUTH EAST		APR 2010	MAR 2016	Approved - Active	821	659						1,480
97835 - EP SOUTH WEST		APR 2010	MAR 2016	Approved - Active	1,688	115						1,803
97836 - EP SHELTERED		APR 2010	MAR 2016	Approved - Active	196	15						211
97837 - EP DOOR ENTRY WORKS		APR 2010	MAR 2016	Approved - Active	40	64						104
<b>^DECENT HOMES</b>												
97139 - LANSLOWNE AND HANOVER CLADDING		JAN 2008	MAR 2016	Approved - Active	12,886	114						13,000
97266 - LEASEHOLDER CHARGES		APR 2010	MAR 2016	Approved - Active	2,113	290						2,403
97962 - DH - UTILITIES (Q00045)		APR 2011	MAR 2016	Approved - Active	705	5						710
<b>^SOUTH</b>												
97957 - SOUTH WEST - ABBEY BROOK (Q00045)		APR 2011	MAR 2016	Approved - Active	3,114	69						3,182
<b>GARAGES (CHS)</b>												
<b>GARAGES (CHS)</b>												
Q00090 - GARAGES (CHS)		JAN 2008	MAR 2018	Approval Requested	-	-	2,316	1,202				3,518
<b>Total</b>					204,218	81,419	104,568	89,990	77,289	129,450		686,986

## Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget

Company: 00001 SHEFFIELD CITY COUNCIL

Programme: \*All

Directorate: PLACE

Service: ^TRANSPORT & HIGHWAYS

Division of Service 1: \*All

Division of Service 2: \*All

Division of Service 3: \*All

Division of Service 4: \*All

Manager: \*All

Business Unit / Project: \*All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

	Expenditure										Total	
	2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-						
00001 SHEFFIELD CITY COUNCIL												
PLACE												
^TRANSPORT & HIGHWAYS												
^STREETS AHEAD CLIENT												
^HIGHWAYS MAINTENANCE												
GENERAL HIGHWAYS												
92642 - BRIDGE STRENGTHENING WORKS		300										300
92643 - STREETS AHEAD COMP WORKS	11	19										30
^TTAPS												
^GENERAL TRANSPORT & HIGHWAYS												
^GENERAL TRANSPORT & HIGHWAYS												
90708 - ATTERCLIFFE HGV SIGNING	13	7										19
92634 - SPITAL HILL (TESCO)	15	107										122
92916 - OLD FLATTS BRIDGE		150										150
92917 - 10 DAY TRAVEL CHALLENGE		3										3
97988 - CCTV PARKING ENFORCEMENT	280	150										430
^LTP DEVELOPMENT AND MANAGEMENT												
93350 - STREETS AHEAD OPPORTUNITIES	306	305										611
93370 - STREETS AHEAD RELATED CYCLE	260	180										440
^STRATEGIC CYCLING												
90703 - BLACKBURN VALLEY CYCLE ROUTE	753	10										763
92913 - LITTLE DON LINK (CYCLE ROUTE)	41	422										463
^STRATEGIC PUBLIC TRANSPORT												
^ECCLESALL ROAD SMART ROUTE												
97986 - TRAFFIC CONTROLLER UPGRADES (Q00062)	99	26										125
^BETTER BUSES												
^BETTER BUSES												
^PUBLIC TRANSPORT (LOCAL)												
93110 - BB2 CHESTERFIELD RD KBR	1,220	514										1,734
93111 - BB2 NORTH SHEFFIELD 2 KBR	63	739										802
93112 - BB2 SHEFFIELD GLEADLESS KBR	573	1,327										1,900
93113 - BB2 CITY CENTRE PACKAGE	5	230	166									401

	Project Start	Project End	Approval Status	Expenditure						Total
				-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	
93114 - BB2 PENISTONE ROAD KBR	DEC 2013	DEC 2017	Approved - Active	1,429	164					1,593
<b>^QUALITY OF LIFE</b>										
<b>^CYCLING ACTION PLAN</b>										
92903 - LOWER DON VALLEY CYCLE ROUTE	NOV 2012	MAR 2016	Approved - Active	469	280					749
<b>^SAFER ROADS</b>										
<b>^SHEFFIELD LOCAL TRANS PLAN</b>										
<b>^ROAD SAFETY</b>										
<b>^ACCIDENT SAVING SCHEMES</b>										
92769 - ACCIDENT SAVINGS SCHEMES	APR 2012	MAR 2016	Approved - Active	1,055	57					1,112
92828 - SAFETY CAMERA DIGITAL UPGRADE	MAY 2015	SEP 2016	Approval Requested		300					820
92858 - NORMANTON HILL	APR 2014	MAR 2016	Approved - Active		320	520				320
92859 - HERRIES ROAD WORST FIRST	APR 2014	MAR 2016	Approved - Active		62					62
92877 - MOSBOROUGH PARKWAY WORST FIRS	APR 2014	MAR 2016	Approved - Active		75					75
<b>^DANGER REDUCTION SCHEMES</b>										
94438 - RS AUDITS & SCHEME COMPLETION	APR 2011	MAR 2016	Approved - Active	387	90					477
<b>^INNOVATIVE TRAFFIC CALMING</b>										
92914 - GREEN ROUTES NETWORK (Q00062)	APR 2014	MAR 2024	Approved - Active	49	92					141
93632 - SCHOOL KEEP CLEAR REVIEW (Q00062)	APR 2012	MAR 2017	Approved - Active	352	24					377
93970 - INNOVATIVE TRAFF CALM STUDY	APR 2014	MAR 2016	Approved - Active		48					268
97965 - CITYWIDE 20MPH ZONE (Q00062)	APR 2012	MAR 2016	Approved - Active	905	250					1,155
<b>^ACCESSIBILITY</b>										
<b>^PUBLIC RIGHTS OF WAY</b>										
91662 - PUBLIC RIGHTS OF WAY	APR 2011	MAR 2016	Approved - Active	672	144					816
<b>^GENERAL TRANSPORT &amp; HIGHWAYS</b>										
92915 - DOUBLE YELLOW LINES	JUL 2014	APR 2016	Approved - Active	52	25					77
93095 - TAXI RANK IMPROVEMENTS	APR 2015	MAR 2016	Approved - Active	101	6					107
<b>STREETS AHEAD ENHANCEMENTS</b>										
93053 - PFI ACCESSIBILITY ENHANCEMENTS	OCT 2013	MAR 2018	Approved - Active	77	276					353
<b>^CYCLING ACTION PLAN</b>										
92741 - PENISTONE RD, LIVESEY-LOWTHER	JAN 2008	JUL 2015	Approved - Active	487	75					562
<b>^COMMUNITY ASSEMBLIES LTP</b>										
<b>^CONGESTION (LOCAL)</b>										
<b>^MISCELLANEOUS</b>										
94445 - BN962 BUS AGREEMENT	JUN 2011	MAR 2018	Approved - Active	1,508	632	302	195			2,638
<b>^MAJOR SCHEMES LTP</b>										
<b>^BUS RAPID TRANSIT (NORTH)</b>										
93887 - BRT NORTH	JAN 2008	MAR 2016	Approved - Active	2,191	384					2,575
93888 - BRT NORTH: HWYS ALTERNS (WP24)	JAN 2014	MAR 2016	Approved - Active	1,877	948					2,825
93889 - BRT NORTH: LAND (WP14)	DEC 2013	MAY 2016	Approved - Active	694	595					1,290
93890 - BRT NORTH: TINSLEY LINK (WP21)	DEC 2013	MAR 2018	Approved - Active	16,044	7,192	2,742	334			26,313
<b>^STRATEGIC CONGESTION</b>										
<b>^MEADOWHALL ROAD CONGESTION TA</b>										
97982 - HGV ROUTING STRATEGY (Q00062)	JUL 2011	MAR 2015	Approved - Active	315	30					345
<b>^MIDDLEWOOD ROAD CONGESTION TA</b>										
92846 - PERMIT PARKING: HILLSBOROUGH	JAN 2008	SEP 2014	Approved - Active	394	4					398
<b>^STRATEGIC PUBLIC TRANSPORT</b>										
<b>^ECCLESALL ROAD SMART ROUTE</b>										
94180 - ECC RD SMART RT-PH 3-BENTS GR	JAN 2008	MAR 2016	Approved - Active	118	2					120
<b>^SHEFFIELD TO WOODHOUSE KEY RO</b>										
94202 - KEY BUS RTE: SHEFF-WOODHOUSE	JUL 2012	MAR 2016	Approved - Active	1,245	50					1,295
<b>^MANCHESTER ROAD CONG TARGET</b>										

Values in £'000s	Expenditure										Total
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Expenditure	
93371 - GREENHILL MAIN RD/GHILL AVE	APR 2015	MAR 2016	Approved - Active		300						300
94311 - A57 MCESTER/NILEST/CRRDPEDIMP	JAN 2012	MAR 2016	Approved - Active	477	5						482
<b>^STRATEGIC ACCESSIBILITY</b>											
<b>^STRATEGIC CYCLING</b>											
93399 - PEAK PARK ANNIVY ROUTE XINGS	JUL 2012	MAR 2016	Approved - Active	4	6						10
<b>^CONGESTION &amp; NETWK MAN T&amp;H 2+ LANES</b>											
92918 - BANNER CROSS PARKING	APR 2015	MAR 2018	Approved - Active		20						20
93357 - 2+ LANES	NOV 2011	MAR 2016	Approved - Active	17	3						20
<b>^BETTER BUSES</b>											
<b>RELOCATEABLE CAMERA ENFORCEMENT</b>											
93425 - RELOCATABLE CAMERA ENFORCEMNT	APR 2012	OCT 2016	Approved - Active	233	19	186					438
93426 - BOSTON STREET BUS GATE	JAN 2012	SEP 2015	Approved - Active	110	60						170
93427 - SOUTH LANE BUS GATE	JAN 2012	OCT 2015	Approved - Active	122	8						130
<b>Total</b>				<b>35,246</b>	<b>17,036</b>	<b>3,916</b>	<b>529</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>56,727</b>

## Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget

Company: 00001 SHEFFIELD CITY COUNCIL

Programme: \*All

Directorate: CORPORATE

Service: \*All

Division of Service 1: \*All

Division of Service 2: \*All

Division of Service 3: \*All

Division of Service 4: \*All

Manager: \*All

Business Unit / Project: \*All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

	Project Start	Project End	Stage	Expenditure					Total
				-2015	2015-2016	2016-2017	2017-2018	2018-2019	
Values in £'000s									
00001 SHEFFIELD CITY COUNCIL									
CORPORATE									
^HIGHWAYS PFI									
^HIGHWAYS PFI									
^HIGHWAYS PFI									
99987 - CAPITAL PFI CONTRIBUTIONS	AUG 2012	AUG 2018	10 Project Planning	37,472	30,574	26,803	38,350	-	133,200
<b>Total</b>				<b>39,472</b>	<b>30,574</b>	<b>26,803</b>	<b>38,350</b>	<b>-</b>	<b>133,200</b>



Summary of 2016/17 Capital Projects by Strategic Outcomes

Appendix 10

2016-17 Approved Capital Programme

Values in £'000s	Expenditure					Total
	Current Year Outturn	2015-2016	2016-2017	2017-2018	2018-	
Better Health & Wellbeing	4,215	3,863	3,932	4,024	8,700	24,734
A Great Place To Live	154,675	134,569	123,584	70,765	112,537	596,130
In Touch Organisation	12,420	1,934	-	-	-	14,354
Strong Economy	63,003	22,693	3,138	2,500	8,213	99,547
Successful Children & Young People	33,495	29,329	16,418	363	330	79,935
Safe & Secure Communities	320	-	-	-	-	320
Tackling Poverty/ Increasing Social Justice	1,418	2,779	-	-	-	4,197
<b>Total</b>	<b>269,547</b>	<b>195,166</b>	<b>147,073</b>	<b>77,652</b>	<b>129,780</b>	<b>819,218</b>

## Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget

Company: 00001\_SHEFFIELD CITY COUNCIL

Programme: BETTER HEALTH & WELLBEING

Directorate: \*All

Service: \*All

Division of Service 1: \*All

Division of Service 2: \*All

Division of Service 3: \*All

Division of Service 4: \*All

Manager: \*All

Business Unit / Project: \*All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

		Expenditure						Expenditure		
		Project Start	Project End	Approval Status	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Total
Values in £'000s										
97044 - MOBILE WORKING SOLUTIONS (Q00013)		MAY 2013	MAR 2016	Approved - Active	328					328
97045 - SAP PROJECT (Q00013)		JUL 2013	SEP 2015	Approved - Active	24					24
97147 - ADAPTATIONS		APR 2010	MAR 2021	Approval Requested	1,863	1,863	1,932	2,024	4,700	12,382
97334 - DISABLED GRANTS		JAN 2008	MAR 2021	Approval Requested	2,000	2,000	2,000	2,000	4,000	12,000
<b>Total</b>					<b>4,215</b>	<b>3,863</b>	<b>3,932</b>	<b>4,024</b>	<b>8,700</b>	<b>24,734</b>

## Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget  
 Company: 00001 SHEFFIELD CITY COUNCIL  
 Programme: THRIVING NEIGHBOURHOODS and COMMUNITIES  
 Directorate: \*All

Service: \*All

Division of Service 1: \*All

Division of Service 2: \*All

Division of Service 3: \*All

Division of Service 4: \*All

Manager: \*All

Business Unit / Project: \*All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

	Values in £'000s										
	Version	Project Start	Project End	Stage	Approval Status	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Total
90012 - CASTLE MARKET DECOMMISSIONING	31 JAN 2013	OCT 2016	15 Slippage	Approved - Active	2,822						2,822
90024 - ALLOTMENT INVESTMT PROG 13-14 (Q00002)	23 APR 2013	JUN 2015	30 Inclusion	Approved - Active	4						4
90031 - CIP FEASIBILITY & DESIGN	4 APR 2014	MAR 2016	30 Inclusion	Approved - Active	90						90
90032 - RESOURCE COSTS	11 APR 2014	MAR 2018	30 Inclusion	Approved - Active	156	123	124				403
90062 - ELLESMERE CTR & ROOF & FRA (Q00073)	9 DEC 2014	OCT 2015	90 Disposal	Approved - Active	(1)						(1)
90064 - LOVE STREET DDA (Q00006)	4 JAN 2015	JUL 2015	30 Inclusion	Approved - Active	45						45
90065 - RADON WORKS (Q00073)	2 SEP 2015	MAR 2016	30 Inclusion	Approved - Active	50						50
90066 - CENTRAL LIBRARY (Q00010)	3 NOV 2015	MAR 2016	30 Inclusion	Approval Requested	124						124
90073 - RENEWAL OF PLANT & EQP PROG	3 NOV 2015	MAR 2016	30 Inclusion	Approval Requested	100						100
90075 - PLANT RENEWALS PROG (Q00073)	3 NOV 2015	MAR 2016	30 Inclusion	Approval Requested	20						20
90136 - CHAUCER SQUARE MAINTENANCE	66 JAN 2009	DEC 2030	70 Build	Approval Requested	25	18	18		36		115
90145 - PARK LIBRARY/COMM ROOF RENEWAL (Q00021)	8 DEC 2014	MAR 2016	30 Inclusion	Approved - Active	575						575
90703 - BLACKBURN VALLEY CYCLE ROUTE	37 JAN 2009	DEC 2015	30 Inclusion	Approved - Active	10						10
91662 - PUBLIC RIGHTS OF WAY	41 APR 2011	MAR 2016	30 Inclusion	Approved - Active	144						144
92448 - FORMER NORTON AERODROME	40 APR 2013	MAR 2018	30 Inclusion	Approval Requested	1	50	304				355
92459 - WOODSIDE OPEN SPACE	2 MAY 2015	SEP 2015	10 Project Planning	Approved - Active	48						48
92634 - SPITAL HILL (TESCO)	13 DEC 2013	MAR 2016	10 Project Planning	Approved - Active	107						107
92642 - BRIDGE STRENGTHENING WORKS	14 APR 2014	MAR 2016	50 Design	Approved - Active	300						300
92643 - STREETS AHEAD COMP WORKS	7 APR 2014	MAR 2015	60 Procure	Approved - Active	19						19
92741 - PENISTONE RD LIVESEY-LOWTHER	41 JAN 2008	JUL 2015	50 Design	Approved - Active	75						75
92769 - ACCIDENT SAVINGS SCHEMES	55 APR 2012	MAR 2016	70 Build	Approved - Active	57						57
92828 - SAFETY CAMERA DIGITAL UPGRADE	6 MAY 2015	SEP 2016	70 Build	Approval Requested	300	520					820
92846 - PERMIT PARKING: HILLSBOROUGH	58 JAN 2008	SEP 2014	80 Closure	Approved - Active	4						4
92858 - NORMANTON HILL	5 APR 2014	MAR 2016	10 Project Planning	Approved - Active	320						320
92859 - HERRIES ROAD WORST FIRS	2 APR 2014	MAR 2016	10 Project Planning	Approved - Active	62						62
92877 - MOSBOROUGH PARKWAY WORST FIRS	2 APR 2014	MAR 2016	10 Project Planning	Approved - Active	75						75
92903 - LOWER DON VALLEY CYCLE ROUTE	33 NOV 2012	MAR 2016	30 Inclusion	Approved - Active	280						280
92910 - ABBEYDALE RD CLEARWAY CHANGES	28 MAR 2013	OCT 2015	50 Design	Approved - Active	3						3
92913 - LITTLE DON LINK (CYCLE ROUTE)	24 NOV 2013	MAR 2017	10 Project Planning	Approved - Active	422						422
92914 - GREEN ROUTES NETWORK (Q00062)	16 APR 2014	MAR 2024	50 Design	Approved - Active	92						92
92915 - DOUBLE YELLOW LINES	22 JUL 2014	APR 2016	10 Project Planning	Approved - Active	25						25
92916 - OLD FLATTS BRIDGE	2 APR 2015	MAR 2016	10 Project Planning	Approved - Active	150						150

Values in £'000s	Version	Project Start	Project End	Stage	Approval Status	Expenditure				Total
						2015-2016	2016-2017	2017-2018	2018-2019	
92917 - 10 DAY TRAVEL CHALLENGE	9 APR 2015	SEP 2015	10 Project Planning	Approved - Active	3					3
92918 - BANNER CROSS PARKING	1 APR 2015	MAR 2018	10 Project Planning	Approved - Active	20					20
93053 - PEI ACCESSIBILITY ENHANCEMENTS	26 OCT 2013	MAR 2018	10 Project Planning	Approved - Active	276					276
93095 - TAXI RANK IMPROVEMENTS	42 APR 2015	MAR 2016	30 Inclusion	Approved - Active	6					6
93110 - BB2 CHESTERFIELD RD KBR	32 DEC 2013	DEC 2017	30 Inclusion	Approved - Active	514					514
93111 - BB2 NORTH SHEFFIELD 2 KBR	20 DEC 2013	DEC 2017	30 Inclusion	Approved - Active	739					739
93112 - BB2 SHEFFIELD GLEADLESS KBR	25 DEC 2013	DEC 2017	10 Project Planning	Approved - Active	1,327					1,327
93113 - BB2 CITY CENTRE PACKAGE	13 MAY 2014	MAR 2017	10 Project Planning	Approved - Active	230	166				395
93114 - BB2 PENISTONE ROAD KBR	24 DEC 2013	DEC 2017	30 Inclusion	Approved - Active	164					164
93350 - STREETS AHEAD OPPORTUNITIES	46 APR 2015	MAR 2016	10 Project Planning	Approved - Active	305					305
93357 - 2+ LANES	20 NOV 2011	MAR 2016	40 Feasibility	Approved - Active	3					3
93370 - STREETS AHEAD RELATED CYCLE	27 JUL 2013	MAR 2018	10 Project Planning	Approved - Active	180					180
93371 - GREENHILL MAIN RD/GHILL AVE	2 APR 2015	MAR 2016	10 Project Planning	Approved - Active	300					300
93399 - PEAK PARK ANNIVY ROUTE KINGS	34 JUL 2012	MAR 2016	10 Project Planning	Approved - Active	6					6
93402 - LOWFIELD PRO FIT	33 JAN 2009	DEC 2009	10 Project Planning	Approved - Active	4					4
93408 - ENDCLIFFE PARKOUR	10 JUL 2013	AUG 2015	10 Project Planning	Approved - Active	2					2
93410 - ANGRAM BANK PARK IMPROVEMENTS	33 AUG 2012	MAR 2016	15 Slippage	Approved - Active	39					39
93412 - CROOKES VALLEY PARKS	31 JAN 2009	DEC 2015	10 Project Planning	Approved - Active	35					35
93414 - EAST GLADE	20 NOV 2013	APR 2015	10 Project Planning	Approved - Active	37					37
93416 - OUSEBURN ROAD OPEN SPACE	10 AUG 2015	OCT 2016	10 Project Planning	Approved - Active	8	35				43
93425 - RELOCATABLE CAMERA ENFORCEMENT	51 APR 2012	OCT 2016	30 Inclusion	Approved - Active	19	186				204
93426 - BOSTON STREET BUS GATE	44 JAN 2012	SEP 2015	30 Inclusion	Approved - Active	60					60
93427 - SOUTH LANE BUS GATE	34 JAN 2012	OCT 2015	50 Design	Approved - Active	8					8
93632 - SCHOOL KEEP CLEAR REVIEW (Q00062)	31 APR 2012	MAR 2017	30 Inclusion	Approved - Active	24					24
93887 - BRT NORTH	47 JAN 2008	MAR 2016	50 Design	Approved - Active	384					384
93888 - BRT NORTH: HWYS ALTERNS (WP24)	21 JAN 2014	MAR 2016	15 Slippage	Approved - Active	948					948
93889 - BRT NORTH: LAND (WP14)	23 DEC 2013	MAY 2016	15 Slippage	Approved - Active	595					595
93890 - BRT NORTH: TINSLEY LINK (WP21)	27 DEC 2013	DEC 2018	15 Slippage	Approved - Active	7,192	2,742	334			10,268
93970 - INNOVATIVE TRAFF CALM STUDY	33 APR 2014	MAR 2016	70 Build	Approved - Active	48					48
94007 - SPITAL HILL ELLESMERE GREEN	50 MAR 2012	JUL 2015	30 Inclusion	Approved - Active	37					37
94011 - DARNALL CENTRE PRI	20 JAN 2014	MAR 2016	30 Inclusion	Approved - Active	3					3
94104 - NORTH ACTIVE	16 NOV 2013	MAR 2016	15 Slippage	Approved - Active	6,707					6,707
94105 - GRAVES NCSEM PROJECT (Q00005)	19 APR 2014	OCT 2016	15 Slippage	Approved - Active	10,815	4,827				15,642
94109 - FA PITCH (GRAVES)	14 DEC 2014	MAR 2016	30 Inclusion	Approved - Active	3,224					3,224
94110 - FA PITCH (THORNCLIFFE)	12 DEC 2014	MAR 2016	40 Feasibility	Approved - Active	3,661					3,661
94120 - M1 GATEWAY PUBLIC ART PROJECT	30 MAR 2014	MAR 2018	10 Project Planning	Approved - Active	55	300	190			545
94121 - WINCObANK HILL PHASE 1	24 JAN 2010	MAR 2017	15 Slippage	Approved - Active	10	1				11
94180 - ECC RD SMART RT-PH 3-BENTS GR	47 JAN 2008	MAR 2016	70 Build	Approved - Active	2					2
94202 - KEY BUS RTE: SHEFF-WOODHOUSE	38 JUL 2012	MAR 2016	70 Build	Approved - Active	50					50
94311 - A57 MCESTER/NILEST/CRRDPEDIMP	50 JAN 2012	MAR 2016	60 Procure	Approved - Active	5					5
94326 - EDWARD STREET	58 JAN 2009	DEC 2015	60 Procure	Approved - Active	167					167
94362 - LIBRARY WORKS	42 JAN 2012	MAR 2016	30 Inclusion	Approved - Active	100					100
94380 - MANOR FIELDS TODDLER PLAY	54 APR 2011	APR 2015	30 Inclusion	Approved - Active	8					8
94390 - WOODLAND MGMT FOR BIRDS EM	31 JUL 2010	MAR 2015	70 Build	Approved - Active	21					21
94397 - PARK HILL GREEN LINKS	43 NOV 2012	DEC 2015	10 Project Planning	Approved - Active	55					55
94402 - NEW MARKET DEVELOPMENT	32 MAR 2012	MAR 2015	30 Inclusion	Approved - Active	21					21
94438 - RS AUDITS & SCHEME COMPLETION	43 APR 2011	MAR 2016	30 Inclusion	Approved - Active	90					90
94445 - BN962 BUS AGREEMENT	53 JUN 2011	MAR 2018	70 Build	Approved - Active	632					1,130
94456 - SPITAL HILL PUBLIC ART	40 NOV 2011	MAR 2014	30 Inclusion	Approved - Active	16	302	195			16
94457 - WOMEN OF STEEL	39 OCT 2011	SEP 2016	30 Inclusion	Approved - Active	76	26				102
94463 - CLAY WOOD GREEN LINKS	44 SEP 2012	MAR 2016	30 Inclusion	Approved - Active	22					22
94466 - WOODLANDS S106	27 JUL 2013	NOV 2014	30 Inclusion	Approved - Active	63					63

Version	Project Start	Project End	Stage	Approval Status	Expenditure				Total
					2015-2016	2016-2017	2017-2018	2018-2019	
94469 - WINCIBANK HILL PHASE 2	24 OCT 2013	MAR 2016	30 Inclusion	Approved - Active	47				47
94470 - URBAN NATURE PARKS	28 OCT 2013	APR 2019	15 Slippage	Approved - Active	469				469
94471 - DOUGLAS ROAD	30 NOV 2013	MAR 2016	30 Inclusion	Approved - Active	4				4
94472 - CHAPELTOWN TEEN AREA	13 SEP 2014	MAR 2016	15 Slippage	Approved - Active	26				26
94475 - BEIGHTON CLOSED LANDFILL	22 JUL 2014	MAR 2016	30 Inclusion	Approved - Active	257				257
94476 - BEIGHTON LEACHATE TREATMENT	4 MAY 2015	MAR 2016	30 Inclusion	Approved - Active	570				570
94477 - PARKWOOD RESOLUTION SITE	5 OCT 2015	MAR 2017	40 Feasibility	Approved - Active	199	124			323
94487 - CHARNOCK REC N GROUND MULGA	6 FEB 2015	APR 2016	10 Project Planning	Approved - Active	51				51
94488 - HILLSBORO PK TENNIS COURTS	7 APR 2015	SEP 2015	30 Inclusion	Approved - Active	13				13
94489 - HIGH HAZEL TENNIS COURT	6 APR 2015	SEP 2015	30 Inclusion	Approved - Active	60				60
94490 - CATHERINE STREET OPEN SPACE	1 JUN 2015	MAR 2016	10 Project Planning	Approved - Active	36				36
94492 - RETHINKING PARSON CROSS PARK	2 OCT 2015	MAR 2016	10 Project Planning	Approved - Active	6				6
94493 - MOVE MORE RUNNING ROUTES	4 NOV 2015	MAR 2016	10 Project Planning	Approved - Active	46				106
94494 - BOTANICAL GARDENS EDUCATION	4 DEC 2015	AUG 2017	30 Inclusion	Approved - Active	118		28		609
94495 - LADY CANNINGS PLANTATION TRACK	1 NOV 2015	DEC 2015	10 Project Planning	Approved - Active	50				50
97127 - OBSOLETE HEATING	93 APR 2010	MAR 2021	30 Inclusion	Approval Requested	6,999	7,000	4,094	8,194	30,382
97131 - ALMO ASBESTOS SURVEYS	92 APR 2010	MAR 2021	70 Build	Approval Requested	203	193	212	350	1,142
97139 - LANSLOWNE AND HANOVER CLADDING	94 JAN 2008	MAR 2016	70 Build	Approved - Active	114				114
97148 - S H MGMT FEES COMMISSIONED	54 APR 2011	MAR 2021	10 Project Planning	Approval Requested	2,990	2,781	2,781	5,561	16,894
97150 - RHB LOANS HAL	97 JAN 2008	MAR 2018	30 Inclusion	Approval Requested	200	200			600
97200 - HOUSE CONDITION SURVEY	32 AUG 2015	NOV 2015	15 Slippage	Approved - Active	100				100
97222 - PSH EMPTY PROPERTIES	76 JAN 2008	MAR 2021	70 Build	Approval Requested	271	120	120	240	871
97243 - YORK - NY SUB REGION HAL	40 APR 2010	MAR 2017	10 Project Planning	Approved - Active	13				13
97264 - HEALTH & SAFETY ENHANCE PROG	77 APR 2010	MAR 2019	70 Build	Approved - Active	138	138	138		552
97266 - LEASEHOLDER CHARGES	79 APR 2010	MAR 2016	70 Build	Approved - Active	290				290
97269 - EMERGENCY DEMOLITIONS	83 JAN 2008	MAR 2021	70 Build	Approval Requested	46	46	46	45	229
97271 - SWAN COMMISSIONED	83 JAN 2008	OCT 2015	70 Build	Approved - Active	131				131
97282 - PARK HILL (STH)	92 JAN 2008	MAR 2017	70 Build	Approval Requested	135	80			215
97294 - PARKHILL DEMOLITION SHM (STH)	78 APR 2008	MAR 2017	70 Build	Approval Requested	371				371
97321 - PROGRAMME MANAGEMENT COSTS GF	86 JAN 2008	MAR 2021	30 Inclusion	Approval Requested	498	296	296	592	1,878
97333 - MINOR WORK GRANTS	84 JAN 2008	MAR 2021	70 Build	Approval Requested	250	150	150	300	1,000
97340 - SWAN	95 JAN 2008	MAR 2016	70 Build	Approved - Active	159				159
97341 - CENTRALISED CLEARED SITES	77 JAN 2008	MAY 2015	10 Project Planning	Approved - Active	1				1
97348 - HRA PROGRAMME MANAGEMENT	77 JAN 2008	MAR 2021	30 Inclusion	Approval Requested	383	383	383	766	2,298
97350 - ARBOURTHORNE 5MS	40 APR 2013	MAR 2018	30 Inclusion	Approved - Active	2,760	1,731			4,491
97355 - BRADFORD - WY SUB REGION HAL	68 APR 2010	MAR 2017	30 Inclusion	Approved - Active	50	100			150
97365 - NORFOLK PARK COMMUNITIES INITI	54 APR 2010	MAR 2016	70 Build	Approved - Active	29				29
97390 - PHS ACTIVITY	82 APR 2010	MAR 2021	70 Build	Approval Requested	100	130	130	260	750
97394 - HULL - HUMBER SUB REGION HAL	83 JAN 2008	MAR 2017	70 Build	Approved - Active	445				445
97395 - NE LINCS - SUB REGION HAL	78 APR 2010	MAR 2017	10 Project Planning	Approved - Active	260				260
97404 - HEATING BREAKDOWNS (Q00069)	58 APR 2012	MAR 2017	70 Build	Approval Requested	1,064	1,000	1,000		4,064
97409 - RECYCLING ROLL-OUT (Q00069)	57 SEP 2012	MAR 2017	70 Build	Approval Requested	100	1,547			1,647
97413 - SWEENEY (Q00069)	48 JUN 2012	MAR 2016	70 Build	Approved - Active	287				287
97414 - ARBOURTHORNE 5MS REFURB (Q00069)	42 APR 2013	MAR 2018	30 Inclusion	Approved - Active	2,180	845			3,024
97416 - COMM HTG - PIPEWORK RENEWAL (Q00069)	50 APR 2013	MAR 2018	10 Project Planning	Approval Requested	1,233	935			2,553
97417 - COMM HTG - PLANT ROOMS (Q00069)	34 MAY 2016	MAR 2016	30 Inclusion	Approved - Active	25				25
97418 - PITCHED ROOFING & ROOFLINE (Q00069)	54 JUL 2013	APR 2021	30 Inclusion	Approval Requested	19,549	22,379	17,768	12,500	93,949
97419 - FLAT ROOFING (Q00069)	49 APR 2013	MAR 2021	30 Inclusion	Approval Requested	7,099	3,961	11	350	11,436
97422 - NON HIGHWAYS RESPONSIVE WORKS (Q00069)	8 JUN 2015	MAR 2016	10 Project Planning	Approval Requested	100				100
97428 - SHEFFIELD HAL	44 OCT 2012	MAR 2016	30 Inclusion	Approval Requested	73	100	100	200	573
97429 - L'E'S PURCHASE & REPAIR	53 APR 2013	MAR 2018	30 Inclusion	Approval Requested	1,755	1,215			3,456
97434 - CROSS HOUSE ENABLING WORK	29 JUL 2013	MAR 2016	70 Build	Approved - Active	2				2

Values in £'000s	Version	Project Start	Project End	Stage	Approval Status	Expenditure					Total
						2015-2016	2016-2017	2017-2018	2018-2019	2019-	
97435 - LTE'S REPAIRS AND REFURB CHS	40 AUG 2013	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	281					281
97437 - SPITAL HILL SHOP FRONTS	26 NOV 2013	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	123					123
97441 - COMMUNAL AREAS-LOW RISE FLATS	18 NOV 2014	MAR 2021	MAR 2021	10 Project Planning	Approval Requested	1,800	6,578	5,970	3,420	10,200	27,968
97442 - KITCHEN/BATHRM PLANNED REPLMT	17 APR 2014	MAR 2021	MAR 2021	10 Project Planning	Approval Requested	800	7,600	7,200	7,307	21,860	44,767
97443 - WINDOWS & DOORS PLACEMENT(CHS)	15 APR 2014	MAR 2021	MAR 2021	10 Project Planning	Approval Requested	300	4,100	4,100		2,000	10,500
97444 - GENERAL/RTB ACQUISITIONS CHS (Q00069)	8 APR 2015	MAR 2016	MAR 2016	10 Project Planning	Approved - Active	642					642
97448 - PROPERTY CONVERSIONS (Q00084)	11 APR 2015	MAR 2017	MAR 2017	30 Inclusion	Approved - Active	167	4				171
97449 - LONDON ROAD SHOP FRONTS	3 AUG 2015	APR 2017	APR 2017	30 Inclusion	Approved - Active	20	530	50			600
97451 - REGIONAL ENERGY HAL	2 APR 2016	MAR 2021	MAR 2021	30 Inclusion	Approval Requested	-	10	10			20
97452 - REGIONAL ERL	2 APR 2016	MAR 2021	MAR 2021	30 Inclusion	Approval Requested	-	150	231			381
97501 - EP LOANS HULL	32 APR 2013	MAR 2017	MAR 2017	30 Inclusion	Approved - Active	68	75				143
97502 - EP NORTHEAST LINC	32 APR 2013	MAR 2017	MAR 2017	10 Project Planning	Approved - Active	571					571
97504 - EP LOANS YORK	20 APR 2014	MAR 2017	MAR 2017	10 Project Planning	Approved - Active	182					182
97505 - COMM EP NORTH EAST LINC	18 APR 2014	MAR 2016	MAR 2016	10 Project Planning	Approved - Active	53					53
97520 - KIRKLEES RE FUNDS HAL(2)	11 APR 2014	MAR 2018	MAR 2018	30 Inclusion	Approved - Active	100		100			300
97550 - SHC - NEW HOMES ACQUISITIONS	45 APR 2013	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	74					74
97551 - COUNCIL HSG ACQUISITIONS PROG (Q00067)	34 APR 2014	MAR 2020	MAR 2020	70 Build	Approval Requested	12,150	12,579	12,915	10,899	12,278	60,821
97552 - NEW BUILD COUNCIL HSG PHASE 1 (Q00067)	22 OCT 2014	APR 2017	APR 2017	70 Build	Approved - Active	3,579	3,677	178			7,435
97553 - NEW BUILD COUNCIL HSG PHASE 2 (Q00067)	12 APR 2015	APR 2018	APR 2018	30 Inclusion	Approval Requested	257	5,881	155	142		6,435
97830 - EP NORTH AREA	83 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	117					117
97831 - EP NORTH WEST	80 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	101					101
97832 - EP EAST	79 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	291					291
97833 - EP CENTRAL	80 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	154					154
97834 - EP SOUTH EAST	90 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	659					659
97835 - EP SOUTH WEST	85 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	115					115
97836 - EP SHELTERED	87 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	15					15
97837 - EP DOOR ENTRY WORKS	89 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	64					64
97838 - COMPARTMENTALISATION - FS	82 APR 2010	MAR 2017	MAR 2017	70 Build	Approved - Active	1,361	1,242				2,603
97899 - PATH RESURFACING PROGRAMME (Q00007)	52 APR 2010	JAN 2016	JAN 2016	30 Inclusion	Approved - Active	174					174
97946 - PARKWOOD SPRINGS CYCLE TRACK	22 APR 2011	OCT 2013	OCT 2013	15 Slippage	Approved - Active	4					4
97957 - SOUTH WEST - ABBEY BROOK (Q00045)	70 APR 2011	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	69					69
97968 - LIFT MAINTENANCE & REPAIR	68 APR 2011	MAR 2021	MAR 2021	70 Build	Approval Requested	322	322	322	368	812	2,146
97982 - HGV ROUTING STRATEGY (Q00062)	36 JUL 2011	MAR 2015	MAR 2015	70 Build	Approved - Active	30					30
97985 - CITYWIDE 20MPH ZONE (Q00062)	43 APR 2012	MAR 2016	MAR 2016	50 Design	Approved - Active	250					250
97986 - TRAFFIC CONTROLLER UPGRADES (Q00062)	40 JAN 2012	MAR 2017	MAR 2017	50 Design	Approved - Active	26					26
97988 - CCTV PARKING ENFORCEMENT	48 JUN 2012	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	150					150
97989 - SPRINKLERS - FIRE SAFETY (Q00069)	34 JUL 2013	MAR 2016	MAR 2016	10 Project Planning	Approved - Active	857					857
99987 - CAPITAL PFI CONTRIBUTIONS	AUG 2012	AUG 2018	AUG 2018	30 Inclusion	Approval Requested	30,574	26,803	38,350			95,727
Q00079 - COMMUNITY HEATING (CHS)	25 APR 2014	MAR 2021	MAR 2021	30 Inclusion	Approval Requested	-	2,500	4,054	1,062	2,535	3,597
Q00080 - ROOFS & EXTERNALS (CHS)	20 APR 2014	MAR 2021	MAR 2021	30 Inclusion	Approval Requested	-	1,800	6,866	5,326	12,386	24,267
Q00081 - ELECTRICS (CHS)	22 APR 2014	MAR 2021	MAR 2021	30 Inclusion	Approval Requested	-	514	1,082	6,866	11,585	27,116
Q00083 - WASTE MANAGEMENT (CHS)	14 APR 2014	MAR 2019	MAR 2019	30 Inclusion	Approval Requested	-	341	284	200	200	1,596
Q00084 - ESSENTIAL INVESTMENTS (CHS)	23 APR 2015	MAR 2021	MAR 2021	30 Inclusion	Approval Requested	-	1,906	4,303	5,873	5,036	17,119
Q00087 - STOCK INCREASE (CHS)	28 APR 2014	MAR 2020	MAR 2020	30 Inclusion	Approval Requested	-	268	2,000	2,000	4,250	8,518
Q00089 - OTHER PLANNED ELEMENTS (CHS)	21 APR 2014	MAR 2020	MAR 2020	30 Inclusion	Approval Requested	-	2,316	1,202			3,518
Q00090 - GARAGES (CHS)	11 JAN 2008	MAR 2018	MAR 2018	10 Project Planning	Approval Requested	-					
<b>Total</b>						<b>154,675</b>	<b>134,569</b>	<b>123,584</b>	<b>70,765</b>	<b>112,537</b>	<b>596,130</b>

## Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget  
 Company: 00001 SHEFFIELD CITY COUNCIL  
 Programme: ESSENTIAL INFRASTRUCTURE WORKS  
 Directorate: \*All  
 Service: \*All  
 Division of Service 1: \*All  
 Division of Service 2: \*All  
 Division of Service 3: \*All  
 Division of Service 4: \*All  
 Manager: \*All  
 Business Unit / Project: \*All  
 Approval Status: Approved or Requested Approval Versions  
 Stage: 10 Project Planning - 90 Disposal

	Expenditure										
	Project Start	Project End	Approval Status	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Total		
Values in £'000s											
90014 - FARM SITES ENHANCEMENT (Q00070)	AUG 2014	MAR 2015	Approved - Active	8					8		
90019 - BANNERDALE ASSETENHANCE	DEC 2012	MAR 2016	Approved - Active	363					363		
90020 - VOLUNTARY REGISTRATION	JUN 2013	MAR 2016	Approved - Active	79					79		
90027 - DARNALL FRA WORKS (Q00073)	DEC 2013	MAR 2016	Approved - Active	359					359		
90079 - CARBROOK UTC RELOCATION	SEP 2015	MAR 2017	Approved - Active	677	23				700		
90120 - MOORFOOT	APR 2010	MAR 2017	Approved - Active	1,475	47				1,522		
90133 - HOWDEN HOUSE ACCOMM STRATEGY	SEP 2011	MAR 2016	Approved - Active	161					161		
90138 - VEHICLE & PLANT EFFICIENCY 13-	JAN 2013	MAR 2016	Approved - Active	221					221		
90140 - PROJECT DELIVERY COSTS	APR 2013	MAR 2016	Approved - Active	723					723		
90141 - IT WORKSTREAMS	APR 2013	MAR 2017	Approved - Active	530					530		
90148 - STOCKSBRIDGE LIBRARY FRA (Q00073)	APR 2015	MAR 2016	Approved - Active	305					305		
90149 - TOWN HALL ESSENTIAL WORKS	AUG 2015	MAR 2016	Approved - Active	101					101		
90150 - FRA WORKS 15-16 (Q00073)	AUG 2015	AUG 2016	Approval Requested	108	1,342				1,450		
90200 - WOODHOUSE HUB (Q00065)	APR 2016	MAR 2017	Approved - Active	-	450				450		
90201 - HILLSBOROUGH HUB	APR 2015	MAR 2016	Approved - Active	176					176		
90202 - RELOCATION PARKING SERV (Q00065)	APR 2015	MAR 2016	Approved - Active	120					120		
90804 - WOODSEATS HUB	AUG 2015	MAR 2017	Approved - Active	28	72				100		
94107 - DVS REMEDIATION (Q00005)	DEC 2013	MAR 2016	Approved - Active	5,235					5,235		
94112 - OLP FA PITCH (Q00005)	JAN 2008	JAN 2009	Approved - Active	30					30		
94113 - OLP INFRASTRUCTURE (Q00005)	JAN 2008	MAY 2016	Approved - Active	304					304		
94114 - OLP INFRASTRUCTURE PUBLIC REALM (Q00005)	OCT 2015	MAR 2016	Approved - Active	126					126		
94412 - FIRERISK ASSESSMENT PROGRAMME (Q00073)	APR 2010	MAR 2016	Approved - Active	132					132		
Q00050 - ASBESTOS SCHEMES	APR 2011	MAR 2016	Approved - Active	150					150		
Q00073 - HEALTH & SAFETY COMPLIANCE	DEC 2012	MAR 2016	Approval Requested	1,009					1,009		
<b>Total</b>				<b>12,420</b>	<b>1,934</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,354</b>		

## Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget

Company: 00001 SHEFFIELD CITY COUNCIL

Programme: STRONG ECONOMY

Directorate: \*All

Service: \*All

Division of Service 1: \*All

Division of Service 2: \*All

Division of Service 3: \*All

Division of Service 4: \*All

Manager: \*All

Business Unit / Project: \*All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

	Expenditure										Total
	Project Start	Project End	Approval Status	2015-2016	2016-2017	2017-2018	2018-2019	2019-			
	Values in £'000s										
90708 - ATTERCLIFFE HGV SIGNING	SEP 2011	OCT 2015	Approved - Active	7						7	
92356 - MILLENIUM GALLERY LIFE CYCLE	APR 2010	MAR 2016	Approved - Active	61						61	
92827 - CLEAN BUS TECHNOLOGY FUND	APR 2015	MAR 2016	Approved - Active	352						352	
94004 - MOOR PUBLIC REALM PHASE 2	JAN 2009	JUL 2015	Approved - Active	18						18	
94009 - PORTER BROOK REMEDIAL WORKS	APR 2015	MAR 2016	Approved - Active	449						449	
94010 - LDV FLOOD DEFENCE WORKS	JUL 2013	MAR 2019	Approved - Active	4,890	10,081	1,138				16,110	
94012 - PORTER BROOK FLOOD STUDY	JUL 2013	JUN 2015	Approved - Active	23						23	
94013 - GREY TO GREEN	SEP 2014	MAR 2016	Approved - Active	3,474						3,474	
94017 - CULVERT ENHANCEMENT PROG	JUL 2015	MAR 2016	Approval Requested	197						197	
94020 - BROOKHILL AREA IMPROVEMENTS	APR 2015	MAR 2017	Approved - Active	1,910	4,866					6,776	
94050 - SHEFFIELD RETAIL QUARTER 2	OCT 2013	MAR 2017	Approved - Active	49,006						49,006	
94051 - ASBESTOS REMOVAL - GROSVENOR	AUG 2015	MAR 2016	Approved - Active	1,074						1,074	
94052 - SRQ DEMOLITIONS	JAN 2016	MAR 2017	Approved - Active	1,004	1,691					2,695	
94053 - SRQ HIGHWAY ENABLING WORKS	NOV 2015	MAR 2017	Approved - Active	150	5,460					5,610	
94108 - SITE GALLERY IMPROVEMENTS	JUL 2014	JUN 2017	Approval Requested	-	95					95	
94439 - SHEFFIELD RETAIL QUARTER CPO	APR 2011	DEC 2016	Approved - Active	313	100					413	
97405 - INSULATION (COUNCIL HSG) (Q00069)	APR 2012	MAR 2021	Approval Requested	71	400	2,000	2,500	8,213		13,184	
97962 - DH - UTILITIES (Q00045)	APR 2011	MAR 2016	Approved - Active	5						5	
<b>Total</b>				<b>63,003</b>	<b>22,693</b>	<b>3,138</b>	<b>2,500</b>	<b>8,213</b>		<b>99,547</b>	



## Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget

Company: 00001 SHEFFIELD CITY COUNCIL

Programme: SUCCESS' CHILD/N/YOUNG PEOPLE

Directorate: \*All

Service: \*All

Division of Service 1: \*All

Division of Service 2: \*All

Division of Service 3: \*All

Division of Service 4: \*All

Manager: \*All

Business Unit / Project: \*All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

	Values in £'000s										
	Version	Project Start	Project End	Stage	Approval Status	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Expenditure
90361 - BSF PH1 - INFRASTRUCTURE	55	JAN 2008	MAR 2016	15 Slippage	Approved - Active	15					15
90448 - SF DEVOLVED CAPITAL 2011-12	61	APR 2011	MAR 2018	15 Slippage	Approved - Active	1,604					3,004
90479 - POST IMPLEMENTATION	46	APR 2010	MAR 2016	15 Slippage	Approved - Active	2					2
90548 - SCHOOLS ACCESS INITIATIVE	52	APR 2010	JUN 2015	60 Procure	Approved - Active	16					16
90613 - SCC INTERNAL PROG. COSTS - W4	69	JAN 2010	MAR 2016	15 Slippage	Approved - Active	38					38
90614 - LEP BUSINESS PLAN - W4	64	MAR 2010	MAR 2018	15 Slippage	Approved - Active	156					198
90620 - KING EDWARDS (UP)	77	APR 2010	MAR 2016	15 Slippage	Approved - Active	79		18			79
90621 - BRADFELD	72	APR 2010	MAR 2016	15 Slippage	Approved - Active	14					14
90624 - BIRLEY	70	MAY 2010	MAR 2016	15 Slippage	Approved - Active	39					39
90627 - ADD'L PUPIL PLACES(SECONDARY)	78	MAR 2011	MAR 2016	15 Slippage	Approved - Active	1,860					1,860
90639 - SCC CONTRACT COSTS - W4	74	JAN 2008	APR 2018	15 Slippage	Approved - Active	578	130	150			858
90678 - FEASIBILITY & DESIGN	42	JAN 2008	MAR 2016	30 Inclusion	Approved - Active	150					150
90691 - PMY MAINT. EMERGENCY WORKS (Q00060)	37	JUL 2011	MAR 2016	30 Inclusion	Approved - Active	749					749
90704 - FOSTER CARER HOUSING ENHANCE	39	SEP 2011	MAR 2017	70 Build	Approval Requested	197					272
90714 - PPG2 - ACRES HILL PMY (Q00061)	55	MAR 2012	MAR 2016	30 Inclusion	Approved - Active	42					42
90716 - GRACE OWEN NURSERY	28	SEP 2012	APR 2016	60 Procure	Approved - Active	1,038					1,038
90730 - CAP MAINT - RADON EXTRACTION	31	NOV 2012	MAR 2016	15 Slippage	Approved - Active	33					33
90732 - NEW PMY - WATERMEAD (Q00061)	33	APR 2013	MAR 2016	15 Slippage	Approved - Active	98					98
90734 - NORFOLK PARK PMY REPLACEMENT	36	JUN 2013	MAR 2016	15 Slippage	Approved - Active	1,831					1,831
90737 - GLEADLESS PRIMARY - REBUILD (Q00061)	29	APR 2013	MAR 2016	70 Build	Approved - Active	298					2,919
90743 - FRA WORKS PROGRAMME (Q00060)	34	SEP 2013	MAR 2016	15 Slippage	Approved - Active	22	2,621				22
90744 - FEL CAPITAL (Q00075)	21	JUL 2014	MAR 2017	70 Build	Approval Requested	425					708
90745 - THORNBRIDGE ACCESSIBLE UNIT	20	NOV 2013	MAR 2016	15 Slippage	Approval Requested	88					810
90746 - GREYSTONES EXPANSION (Q00061)	30	NOV 2013	MAR 2016	15 Slippage	Approved - Active	2,805					2,805
90747 - HALLAM RECONFIGURATION (Q00061)	19	JAN 2014	MAR 2016	70 Build	Approved - Active	2,395					4,151
90752 - NETHER GREEN - MOBILE REPLACE (Q00060)	22	JAN 2014	MAR 2016	15 Slippage	Approved - Active	8	1,757				8
90755 - EXPANSION - FSM PROV (INFANTS)	16	MAR 2014	MAR 2016	30 Inclusion	Approved - Active	328					328
90756 - PCMP - WALKLEY PMY HM&E (Q00060)	19	APR 2014	MAR 2016	15 Slippage	Approved - Active	74					74
90757 - FRA WORKS PROGRAMME - 14/15 (Q00060)	18	APR 2014	MAR 2016	15 Slippage	Approved - Active	979					979
90758 - LYDGATE INFANTS - MECHANICAL (Q00060)	25	JAN 2014	MAR 2022	15 Slippage	Approved - Active	132		30			132
90761 - DON VALLEY SCHOOL (Q00061)	17	JUN 2014	APR 2017	70 Build	Approval Requested	7,732	5,511				8,495
90762 - TINSLEY PRIMARY (Q00061)						3,233			363	330	8,745

Version	Project Start	Project End	Stage	Approval Status	Expenditure					Total
					2015-2016	2016-2017	2017-2018	2018-2019	2019-	
90763 - ROWAN EXPANSION (Q00061)	13 JUN 2014	MAR 2016	15 Slippage	Approved - Active	1,685					1,685
90764 - PRINCE EDWARD PRIMARY (Q00060)	19 AUG 2014	MAR 2016	30 Inclusion	Approved - Active	296					296
90765 - MANOR LODGE STRUCTURAL (Q00060)	1 APR 2015	MAR 2016	30 Inclusion	Approved - Active	50					50
90766 - REIGNHEAD PMY - HEATING (Q00060)	4 JAN 2015	AUG 2015	15 Slippage	Approved - Active	225					225
90768 - OUGHTBRIDGE EXTENSION (Q00061)	15 JAN 2015	MAR 2016	70 Build	Approved - Active	1,548					1,548
90769 - ALDINE HOUSE - SUNDRY WORKS	8 JAN 2015	MAR 2016	70 Build	Approval Requested	6					6
90770 - ALDINE HOUSE - EXTENSION	10 JAN 2015	MAR 2016	70 Build	Approval Requested	171					171
90771 - ADAPTATIONS (Q00060)	2 APR 2015	MAR 2016	30 Inclusion	Approved - Active	100					100
90773 - ALDINE HOUSE- 2 BED EXTENSION	1 APR 2015	MAR 2016	40 Feasibility	Approved - Active	29					29
90774 - ALDINE HOUSE- SECURITY UPGRAD	1 APR 2015	MAR 2016	30 Inclusion	Approved - Active	18					18
90775 - ALDINE HOUSE-INTERNAL REFURBS	1 APR 2015	MAR 2016	30 Inclusion	Approved - Active	44					44
90776 - DOBCROFT INFTS-1 YR EXPANSION (Q00061)	2 JUN 2015	MAR 2016	30 Inclusion	Approved - Active	299					299
90777 - HALFWAY INFTS-MOBILE REPLACE (Q00060)	3 APR 2015	MAR 2016	70 Build	Approved - Active	250					250
90779 - PIPWORTH PMY - PLANT ROOM (Q00060)	5 APR 2015	MAR 2017	60 Procure	Approval Requested	244	1,040				1,283
90780 - GLEADLESS PMY (J)- PLANT ROOM (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	87					87
90781 - BROOK HOUSE JNR- PLANT ROOM (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	92					92
90782 - ROYD NURSERY INFANTS- PLANT RM (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	93					93
90783 - WOODSEATS PMY- PLANT ROOM (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	106					106
90784 - RIVELIN PMY- PLANT ROOM (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	43					43
90785 - FIRSHILL PMY- BOILER REPLACE (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	80					80
90787 - BALLFIELD- PLANT ROOM (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	85					85
90788 - WISEWOOD SP CTR- WATER HEATER (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	13					13
90789 - HUCKLOW PMY 4-11- WARM AIR UN (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	25					25
90790 - RAINBOW FORGE-HME (Q00060)	5 APR 2015	MAR 2017	60 Procure	Approval Requested	132	988				1,119
90791 - PMY MAINT MEERSBROOK WIN-ROOF (Q00060)	7 APR 2015	SEP 2016	70 Build	Approval Requested	53	401				454
90792 - PMY MAINT BRADWAY ROOF (Q00060)	6 APR 2015	SEP 2016	70 Build	Approval Requested	30	195				224
90793 - PMY MAINT SHORTBROOK WINDOWS (Q00060)	6 APR 2015	SEP 2016	70 Build	Approval Requested	33	219				252
90794 - ALDINE HOUSE HEATING (Q00060)	6 JUL 2015	SEP 2016	40 Feasibility	Approved - Active	107	95				202
90795 - NEW PMY - NETHERTHORPE AREA (Q00061)	2 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	20					20
90796 - FIRS HILL 2013 BULGE YEAR (Q00061)	2 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	7					7
90797 - NEW 8FE SEC SCH - SW (Q00061)	2 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	13					13
90798 - 1FE EXPANSION- ECCLESALL INF (Q00061)	2 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	20					20
90800 - CARTERKNOWLE REFIT-IFE CLIFF (Q00061)	2 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	6					6
90801 - SOUTH WEST 2FE EXPANSION TIP (Q00061)	2 SEP 2015	MAR 2016	40 Feasibility	Approved - Active	10					10
90802 - NEW 5FE SEC SCH NE - WOODSIDE (Q00061)	2 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	11					11
90803 - 1FE ADDITIONAL PMY PROV'N - N (Q00061)	1 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	17					17
90806 - OUGHTBRIDGE DINING POD (Q00061)	1 OCT 2015	MAR 2016	70 Build	Approved - Active	350					350
90807 - ALDINE HOUSE BEDROOM REFURB	1 NOV 2015	MAR 2016	30 Inclusion	Approval Requested	13					13
90808 - ALDINE HOUSE UNDERCROFT AREA2	1 NOV 2015	MAR 2016	30 Inclusion	Approval Requested	31	13,828	16,220			30,048
Q00061 - Basic Need	91 APR 2011	MAR 2018	20 Annual Inclusion	Approval Requested	-					
<b>Total</b>					33,495	29,329	16,418	363	330	79,935

## Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget  
 Company: 00001, SHEFFIELD CITY COUNCIL  
 Programme: SAFE & SECURE COMMUNITIES  
 Directorate: \*All  
 Service: \*All  
 Division of Service 1: \*All  
 Division of Service 2: \*All  
 Division of Service 3: \*All  
 Division of Service 4: \*All  
 Manager: \*All  
 Business Unit / Project: \*All  
 Approval Status: Approved or Requested Approval Versions  
 Stage: 10 Project Planning - 90 Disposal

	Expenditure					Expenditure		
	Project Start	Project End	Approval Status	2015-2016	2016-2017	2017-2018	2018-2019	2019- Total
	Values in £'000s							
97941 - CBT WINCOBANK COMMUNITY BLDG	APR 2012	MAR 2016	Approved - Active	320				320
<b>Total</b>				320	-	-	-	320

## Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget

Company: 00001, SHEFFIELD CITY COUNCIL

Programme: TACKLING POVERTY/INCR SOC JUS

Directorate: \*All

Service: \*All

Division of Service 1: \*All

Division of Service 2: \*All

Division of Service 3: \*All

Division of Service 4: \*All

Manager: \*All

Business Unit / Project: \*All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

		Expenditure					Expenditure			
		Project Start	Project End	Approval Status	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Total
Values in £'000s										
97056 - WARM & HEALTHY HOMES		MAR 2016	MAR 2017	Approval Requested	10	315				325
97961 - DH - METERING (G00045)		JUN 2011	MAR 2017	Approved - Active	1,408	2,464				3,872
<b>Total</b>					<b>1,418</b>	<b>2,779</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,197</b>

## SHEFFIELD CITY COUNCIL



## Cabinet Report

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**Report of:** The Chief Executive and Executive Director, Resources

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**Report to:** Cabinet

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**Date:** 17 February 2016

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**Subject:** Revenue Budget for 2016/17

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**Author of Report:** Eugene Walker, Acting Executive Director of Resources

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**Key Decision:** YES

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**Reason Key Decision:** Expenditure/savings over £500,000  
Affects 2 or more wards

---

**Summary:**

The City Council on 4 March 2016 meets to consider the Revenue Budget for 2016/17 and to determine the Council Tax for that year

The report provides information to enable the Council to set a budget and determine the Council Tax.

The proposals set out in this report provide for a balanced budget to be recommended to Council.

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**Reasons for Recommendations:**

Please see above

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**Recommendations:**

The report contains recommendations to Council on 4 March 2016

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**Background Papers:**

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**Category of Report:**        **OPEN**

**If CLOSED add 'Not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).'**

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## Statutory and Council Policy Checklist

<b>Financial Implications</b>
YES Cleared by: Mike Thomas
<b>Legal Implications</b>
YES: see Legal Advice section of report
<b>Equality of Opportunity Implications</b>
YES
<b>Tackling Health Inequalities Implications</b>
NO
<b>Human Rights Implications</b>
NO
<b>Environmental and Sustainability implications</b>
NO
<b>Economic Impact</b>
NO
<b>Community Safety Implications</b>
NO
<b>Human Resources Implications</b>
NO
<b>Property Implications</b>
NO
<b>Area(s) Affected</b>
NO
<b>Relevant Cabinet Portfolio Lead</b>
Cllr Ben Curran
<b>Relevant Scrutiny Committee</b>
Overview and Scrutiny Management Committee
<b>Is the item a matter which is reserved for approval by the City Council?</b>
YES
<b>Press Release</b>
YES

## **BUDGET REPORT 2016/17**

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**2016/17 REVENUE BUDGET  
REPORT OF THE CHIEF EXECUTIVE AND THE EXECUTIVE  
DIRECTOR, RESOURCES**

**Purpose of the Report**

1. The purpose of this report is to:
  - approve the City Council's revenue budget for 2016/17, including the position on reserves and balances;
  - approve a 2016/17 Council Tax for the City Council; and
  - note the levies and precepts made on the City Council by other authorities.

**Budget Consultation**

2. As part of the development of options for the 2016/17 budget, the Council ran a budget conversation between November and January that included a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by people who may be affected by decisions taken as part of the budget, and to ensure that they have had an opportunity to put forward other ideas for consideration.
3. In line with our values as an organisation, we have used consultation to inform people about our proposals, provide the opportunity to give feedback, make suggestions and let people know how their feedback has helped to influence our thinking. In this way we have attempted to ensure that our consultation activity is meaningful and appropriate at all times. Our budget consultation activity has had two main strands this year:
  - Two large corporate budget conversation events in the Town Hall, supplemented by additional activity, including a survey
  - Consultation on particular topics and specific proposals, including meetings with the Voluntary, Community and Faith sectors and Business representatives, that includes informing longer term thinking and Equality Impact Assessments

**Corporate Consultation**

4. Budget priorities have also been heavily shaped by consultation activity undertaken over recent years that has consistently confirmed public support for

protecting services for the most vulnerable. This year public feedback on our guiding principles has supported our approach to:

- operate efficiently as an organisation
- develop solutions for the longer term
- take early preventative action
- focus on people with the greatest need
- work with our communities to deliver services in a different way

Other significant areas that people wanted the Council to concentrate on protecting, now and in the future, included Parks, Housing, Transport & Roads, Education, Employment, and Libraries.

5. These findings have been developed through both budget and non-budget related activity. This includes consultation that informed proposals in last year's budget, particularly where implementation is being phased over two years in areas such as assessments in Adult Social Care. The first of this year's large budget conversation events in the Town Hall was held in November 2015 and gave an opportunity for the Council to explain the scale of reductions we are facing to members of the public and our partners, to set out our approach to making the reductions, and to invite initial feedback on our approach. The open event was attended by over 60 people from partner agencies, representatives of community groups and voluntary organisations, as well as members of the public.
6. The second event, held in January 2016, gave us an opportunity to describe our budget proposals in more detail, and included breakout sessions led by each of the Cabinet Members to discuss some of the most significant proposals in their areas of responsibility. To supplement the public events, we also invited people to have their say via an online survey on the following areas:
  - What services do you want the Council to concentrate on protecting now and in the future?
  - Ideas or comments about how the financial pressure on services in Sheffield should be handled
  - Impact of the changes the Council has had to make.

We also produced a short animated video ([www.sheffield.gov.uk/budget](http://www.sheffield.gov.uk/budget)) designed to broaden understanding of the budget challenge and our approach and we used this alongside social media, and a city-wide poster campaign to signpost people to the consultation and website.

7. The public events and the survey elicited an extensive range of comments which helped to inform our overall thinking on the budget. These included requests at the public events for further information and explanations, along with people's views on the Government's approach to cuts; different approaches to setting budgets; use of Council reserves, flexibility over charging and contracts; and the impact of cuts on BME communities, disabled people and social housing tenants in the city.
8. The survey asked people how Sheffield council should handle the pressure on services which elicited a range of views. Most frequent responses related to reducing management/admin costs and making further efficiencies, alongside reviewing contracts, more community run services, focussing on core services and the most vulnerable, and getting people into employment. Other suggestions included increasing Council Tax, lobbying government, increasing digital/automation, selling off assets, focussing on upstream prevention, more recycling, and encourage business/devolution. There were also comments around appreciation of the scale of the challenge, the need for care over choice of cuts, as well as some views that some of the cuts should have been done earlier. We also asked people about how changes had impacted on them personally, on their neighbourhoods and on the city as a whole. 85% of people who have responded to the survey so far reported that they had seen an impact, although a small but significant proportion of people didn't feel they had felt any impact as a result of the cuts to the council's budget.
9. The most frequently mentioned areas of impact from changes included waste collection, social care, libraries, public transport, and roads. Other frequently mentioned areas included litter and street cleaning, lack of progress on city centre regeneration, youth services, parks, and physical activity/sports activities.
10. People also gave their views on the draft proposals presented by Members at the second public event. These comments, and the responses to them, will be made available on the Council's budget webpages.
11. More detail on our approach to budget setting and the points raised by people during this consultation event is available on the Council's website at [www.sheffield.gov.uk/budget](http://www.sheffield.gov.uk/budget). This information has been carefully considered by officers and Members in developing and refining the budget proposals.

## **Topic and service-based consultation**

12. Alongside our corporate budget conversation, we have also consulted with people about proposals on particular themes or in specific areas. This consultation has taken many forms, depending both on the nature of the proposal and which providers, service users and communities are likely to be affected. This has included consultation with employees where we are proposing staffing reductions.
13. We have in the past been able to protect spend, in relative terms, on areas like adult social care. Although we continue to prioritise support to the most vulnerable and those at risk, the continued reductions in government funding and continuing demand pressures have meant that this protection is no longer possible as the reductions needed in other areas would be likely to lead to these services becoming unsustainable. We have therefore spent a great deal of time talking to service users and providers about our proposals in adult social care, as these proposals represent a significant area of change from current service provision. For example, consultation on the Learning Disabilities Commissioning Strategy has taken place with service users, providers and stakeholders to establish principles and overarching commissioning intentions, in order to enable the development of future specific learning. There will also be consultation taking place in relation to reductions in the reablement services and changes to eligibility criteria, redesign of Occupational Therapy Services and increases to customer contributions to care with current customers and other interested stakeholders.
14. In Children's and Young People's and Families' Services, significant initial consultation and discussion with young people and parents was done last year in relation to changes in Youth Services and our contract with Sheffield Futures. Meetings with Sheffield Futures are taking place to monitor feedback on the potential impact of contract savings.
15. Within Place, consultation has also taken place with external organisations in relation to proposed reductions in environmental sector contracts and there will be continuing engagement with community organisations and other stakeholders in relation to the proposed redesign of Activity Sheffield, and changes within business strategy and regulation – particularly on the proposed approach to dealing with night noise problems in the city.
16. We have also consulted with representatives of the Voluntary, Community and Faith sector (VCF) and Business via the Business Advisory Panel. Issues and concerns raised in discussion with the VCF representatives include the need for

- more/better collaboration and co-production of services/activities and the extent of goodwill in communities that needs tapping into; concerns about the council's commissioning and contracting processes; capacity & capability building funding from the council for small and medium sized organisations; VCF involvement in digital interface between public services and citizens and use of community buildings; the potential for the idea of a Sheffield safety net of a better set of connections to replace the shrinking welfare state; prevention & early intervention and a more systematic approach to people who live in social and private rented housing and finding themselves in difficulties.
17. Aspects of the proposed budget and connections to the broader financial sustainability and business growth agendas were discussed with the Business Advisory Panel in October and December 2015. These discussions included the removal of Revenue Support Grant, Business Rates Localisation and potential for self-financing. Concerns were highlighted around business growth, and the uncertainty created by 12 month cycles which limit the ability to plan with confidence. Key issues and concerns related to focussing on the growth agenda, the importance of the city centre and HS2 station, and self-determination, the need for longer term financial clarity, social care capacity in the city, and education and skills being an issue for businesses attracted to the city.
  18. Consultation on proposals will not stop once the budget has been agreed by Members. Further consultation with those affected individuals, groups, organisations and staff will take place throughout the year as decisions are implemented through the Council's usual governance processes.
  19. All the results of consultation activity will be taken into account when making individual decisions on the proposals. In some cases this consultation activity is not yet complete and therefore firm proposals will be subject to further decision making in line with the Council's usual governance processes.
  20. More information about our approach to consulting on the various budget proposals can be found in individual service Equality Impact Assessments (EIAs).

## **Medium Term Financial Strategy**

21. On 14 October 2015 Cabinet considered a report of the Executive Director, Resources entitled Medium Term Financial Strategy (MTFS) 2016/17 to 2020/21. This report provided an update of the Council's MTFS to reflect the budget decision of the Council for 2015/16 and the potential impact on the next

5 years of the Government's plans for deficit reduction. This report set the planning scenario for the medium term.

22. The report on the MTFs indicated that there would be ongoing reductions in Revenue Support Grant (RSG) of 20% or £23.2m per annum over the five year period to 2020/21. The result being the total removal of the remaining £115.8m RSG by 2020/21. This assumption for 2016/17 onwards was based on soundings from various sources (LGA, SIGOMA, CIPFA) and was reaffirmed to some degree via details contained within the government's Summer Budget in July 2015.
23. As well as the RSG reduction, a series of assumptions around business rates income were made:
  - The Council's locally retained share of business rates income would increase by £2m in 2016/17, and;
  - The Council would receive compensation for the 1% cap on the small business rate multiplier in 2016/17 (equivalent to £1.1m).
24. In addition to these funding assumptions, the Council faced additional corporate expenditure of up to £9.2m. This primarily included:
  - additional Streets Ahead costs (£1.8m);
  - provision for funding the increased pension contributions as a result of the 2013 actuarial review (£1m);
  - increased costs as a result of the abolition of reduced National Insurance rates for contracted out pensions schemes (£3.1m); and
  - salary costs associated with the award of half increments (£2.0m).
25. A number of Corporate savings have been identified to reduce the budget gap by partly offsetting the aforementioned RSG cuts and expenditure pressures. These include:
  - Reductions in Capital Financing Costs (£0.8m);
  - Capital financing savings on the Sheffield City Region Local Transport Body Levy (£2.1m);
  - MRP policy adjustment for pre 2007 supported borrowing costs (£4.9m);

- additional CAPITA contract savings (£1.6m);
  - reducing the transfer to the business rates appeal reserve by £2.0m;
  - Places for People accounting adjustment (£5.0m); and
  - utilisation of the ongoing Invest to Save savings, following the full repayment of borrowing to fund the original schemes (£5.1m).
26. In addition to the corporate expenditure pressures there is also the issue of rising costs faced by Portfolios due to variations in inflation, new burdens legislation and levels of demand, particularly in social care services.
27. The overall forecast picture for Sheffield City Council was for a potential shortfall of around £23m (£5.4m net) in 2016/17 rising to a cumulative shortfall of £88m by 2020/21, not including portfolio cost and demand pressures. The final position shown later in the MTFS report is that up to £50m of savings are required – including savings to offset portfolio cost and demand pressures – in order to balance the budget for 2016/17.

#### Better Care Fund

28. The Council currently receives £12.4m of funding via the NHS to meet the costs of providing adult social care. In addition, with effect from April 2015 the Council has pooled its adult social care budget with that of the local NHS Clinical Commissioning Group (CCG).
29. The actual amount which the Council will receive from the BCF is subject to ongoing discussions with the Clinical Commissioning Group. The 2015/16 budget includes a £9.3m contribution from reserves to temporarily bridge the gap between the Council's current level of expenditure and the amount of resources which it can afford to contribute to the pooled budget. For the purposes of the MTFS, it is assumed that this shortfall will be met either by the CCG or through recurrent savings on adult health and social care expenditure.

#### **Autumn Statement 2015**

30. The Chancellor set out the Government's joint Spending Review and Autumn Statement (AS2015) to Parliament on 25 November 2015. The Spending Review provided further details of how £4 trillion of government money will be allocated to departments over the next five years, with the Government clearly indicating that it intends to prioritize the NHS, Defence and Housing over Local Government.



31. Looking at the projections made in AS2015, departmental spending is expected to continue to fall over the course of this Parliament by an average of 0.8% which the Government states is at half the rate as had occurred in the previous Parliament.
32. The key headlines from AS2015 which were of significant interest to the Council are listed below. Further work was then required to understand the detailed financial implications. More details emerged in the Provisional Local Government Finance Settlement – see next section of this report.
- Confirmation that **RSG will be completely phased out by 2020/21**, and a subtle clue that the national cumulative cut to RSG by 2019/20 will be relatively low (around 56% in real terms; a cut of 80% in cash terms had been assumed in the MTFS), all of which suggests that the remainder would be cut in 2020/21 when localisation of business rates is implemented
  - **2% (adult) social care precept** provides around £3.5m of Council Tax income not assumed in the 2016/17 corporate gap as per the MTFS – further information was required to see if the precept limited the Council’s ability to raise council tax by 1.99% as well.
  - Potentially a share of **£1.5bn of extra Better Care Fund (BCF)** funding to be transferred to local government by 2019/20; again, this had not been built into the MTFS.
  - **Small Business Rates Relief** was extended by an extra year, which meant that the risk of the Government’s £2.5m grant to the Council to compensate for business rates foregone had been mitigated. However there was no news about other mandatory reliefs such as Retail Relief for which the Council also received compensation from the Government. It has subsequently emerged that retail relief, worth over £2m to Sheffield businesses, has been cut.
  - **Public Health** - after 2017/18, the ring fence would disappear and it was also implied that councils would be expected to fully fund those responsibilities from 2020/21 at the latest.
  - **Education Services Grant** would be phased out for schools, which would have a knock-on impact for the Council. There was also a major reform planned to the **funding formula for schools** which Government would consult on early next year.

- **New Homes Bonus** in future years might be reduced from 6 to 4 years' worth of allocation.
- National rates of **inflation** impact on our finances – particularly on Business Rates. RPI was prudently assumed at 1% per annum in the MTFS, although both Treasury and OBR are forecasting RPI at 2% from 2016. An increase in RPI above our latest assumptions is a double-edged sword - it increases cost pressures, but it also increases Business Rates income. At the time of AS2015 we were also awaiting confirmation from Treasury/DCLG of a potential switch from RPI to CPI as the mechanism for multiplier increases. It was subsequently confirmed that RPI would be retained.

## Local Government Finance Settlement

33. The Government announced details of the Provisional Local Government Finance Settlement for 2016/17 on 17 December 2015. Unlike the previous year, the 2016/17 Settlement included indicative figures for the four financial years to 2019/20 (the final year of the current Parliament).
34. Below is a summary of the key points identified within the Settlement which focus on the impact for the Council. These are provisional figures; the final settlement is expected in early to mid February 2016.
  - **Change in spending power** in 2016/17 for Sheffield is quoted as a **reduction of 4.3%**; this excludes the previously misleading figures for Better Care Fund and Public Health - nevertheless, Sheffield has fared worse than the national average of 2.8%.
  - **Revenue Support Grant (RSG)** for Sheffield will be reduced by around **£25m, or 22%**, in 2016/17. This is **£2m** worse than projected in the MTFS. However the scale of reduction to RSG in the following 3 years is less severe than projected in the MTFS. By 2019/20, RSG will have reduced to around **£37m** (compared to **£23m** in the MTFS).
  - The **referendum trigger for Council Tax** increases has been increased to **4%**, to accommodate authorities' newly introduced ability to raise a 'Social Care Precept' of up to 2%.

- The national business rates multiplier will increase by 0.8%, which means that the Council's £29m Business Rates Top-up Grant will increase by the same percentage. This is slightly less than the 1% projected in MTFs.
  - The usual level of detail on specific grants is missing, but there is some clarity on **New Homes Bonus** (circa £2m of additional funding in 2016/17) and the "**Improved Better Care Fund**" (first tranche in 2017/18: £2.2m).
35. The Finance Settlement includes the now customary "Settlement Funding Assessment" (SFA) which represents each local authority's share of the overall local government spending control total, i.e. the total amount the Government plans to spend in respect of local government.
36. The SFA comprises the following elements:
- The Business Rates Baseline funding: the Government's estimate of each local authority's 50% share of business rate income which is then adjusted via a system of top up grants or tariffs to arrive at a Business Rates Baseline Funding level for each local authority, and;
  - Revenue Support Grant which includes some of the funding allocations that have been specific grants in the past.

#### Settlement Funding Assessment for 2016/17

37. The Settlement includes a reduction in the SFA of approximately £24m in 2016/17 (see Table 1 below). Although the overall reduction in SFA is broadly as expected, there are variations within the components:
- The business rates baseline is £5.4m less than assumed in the MTFs. The Government's estimate of the business rates baseline is simply based on the baseline set at the inception of the national Business Rates Retention scheme in 2013/14, inflated by the multiplier increase each (which for 2016/17 is set at 0.8% in line with RPI), whereas the Council also took into account factors such as growth in the number of properties liable to business rates, reliefs and the cost of appeals.
  - The level of RSG in 2016/17 is £2m worse than assumed in the MTFs. Furthermore, the figure of £115.8m for RSG in 2015/16 does not include funding for implementation of the Care Act 2014 which was paid as a specific grant in 2015/16 (also known as Adult Social Care New Burdens) but will be rolled into RSG from 2016/17.

38. The comparison between 2015/16 and 2016/17 is set out below:

Table 1

	Actual 2015/16 £000	Provisional 2016/17 £000	Difference £000
Revenue Support Grant	115,837	90,592	(25,245)
Baseline Business Rates Funding			
Local Share of Business Rates	102,516	103,370	854
Top Up Grant	28,883	29,124	241
Total Settlement Funding Assessment	<u>247,236</u>	<u>223,086</u>	<u>(24,150)</u>

39. The amount that is allocated to each local authority as SFA has two component parts:

- A formula funding allocation that is based on complex formulae to reflect the relative needs and resources of local authorities. This formula involves data sets that include 2011 based population projections and council tax projections. A floor damping mechanism exists to limit the impact that movements in data and formulae have on individual authorities, and;
- Grants that were previously allocated as specific grants and which now have been “rolled up” into RSG and Business Rates Baseline funding. This mechanism was introduced in order to provide the facility for the Government to make the overall Spending Review reductions in local government funding.

#### Specific Grants

40. The overall impact of the Local Government Finance Settlement will include variations in the level of specific grants that will be allocated to the City Council. Although the majority of funding is now allocated through the Formula Funding process, there remain a number of specific grants from Government in support of service delivery costs. The table below shows the grants that the Council has taken into account when setting the 2016/17 revenue budget. The majority of these grants are already included in Portfolio/Service budgets and the proposals set out in the budget implementation plans.

Table 2

	Actual 2015/16 £000	Budget 2016/17 £000	Variance £000
Housing Benefit Admin Subsidy Grant	2,765	2,551	-214
Council Tax Support Admin Subsidy Grant	798	798	0
Council Tax Support New Burdens Funding	124	124	0
Local Services Support Grant	53	0	-53
NHS Funding	12,399	12,399	0
Public Health	30,748	30,748	0
Business Rates Top Up Grant	28,883	29,124	241
S31 Grant for Small Business Rate Relief	2,500	2,880	380
S31 Grant for Business Rate Cap 2014/15 & 2015/16	1,916	1,490	-426
S31 Grant for Business Rate Retail Relief	500	0	-500
S31 Grant for Business Rate Empty New Build Relief	100	0	-100
New Homes Bonus returned funding	429	0	-429
New Homes Bonus	7,309	9,323	2,014
Independent Living Fund	2,216	2,216	0
Adult Social Care New Burdens	2,644	0	-2,644
<b>Total</b>	<b>93,384</b>	<b>91,653</b>	<b>-1,731</b>

41. The overall net decrease in specific grants of £1.7m for 2016/17 reflects the following key changes:

- Adult Social Care New Burdens funding: the Government introduced £2.6m of new funding in 2015/16 for Sheffield to cover additional statutory responsibilities as a result of the Care Act. This grant has been cut completely and is notionally included in RSG from 2016/17.
- Compensation for business rates capping: the 2013 Autumn Statement capped the increase in the business rates multiplier (the rate in the £ that businesses pay) to 2% in 2014/15 and 2015/16. The business rates retention scheme that was established in April 2013 uplifts the Business Rates Baseline by RPI and this was therefore expected to increase by approximately 2.8% for 2014/15 and 2.3% for 2015/16. The Government will continue to compensate local authorities for this difference. However, as RPI has steadily fallen to 0.8% for the purposes of setting the 2016/17 multiplier, the compensation is expected to fall from £1.9m in 2015/16 to around £1.4m in 2016/17.
- Compensation for business rates reliefs: as compensation for business rates-related measures introduced and/or extended in the 2013 Autumn Statement, the Council budgeted to receive a number of grants including Small Business Rates Relief (£2.5m), Retail Relief (£500k) and Empty New

Build Relief (£100k) in 2015/16. From 2016/17, the Government will withdraw compensation for all of these reliefs with the exception of SBRR which has been extended by a further year.

- Better Care Fund: this is not shown in Table 2 because it is not currently paid as a specific grant. Contrary to what had been implied in the 2015/16 Settlement figures, the Council did not receive £37.8m from the Better Care Fund; this figure represented the total amount of the pooled budget shared with the NHS, and the actual amount which the Council will receive from the BCF is subject to ongoing discussions with the Clinical Commissioning Group.

Last year, numerous independent commentators stated that it was misleading on the part of the Government to quote the full amount for BCF in spending power figures because it masked the underlying reduction in RSG. CIPFA for example had been quoted as stating that the government's spending power presentation was "disingenuous" and massively underplayed the "true size and scope of the cuts", which it said amounted to more than three times the official government figure. The Government appears to have acknowledged this criticism as they have decided to exclude BCF from their core spending power figures which were published as part of the 2016/17 Provisional Settlement.

- Independent Living Fund (ILF): The ILF scheme closed on 30 June 2015, having previously been administered by Department for Work & Pensions (DWP) and which delivered financial support to disabled people so they can choose to live in their communities rather than in residential care. The responsibility for service users has been transferred to local authorities. No official confirmation of funding to support the transfer of responsibilities from DWP to local authorities was provided in the December 2015 Settlement.
- Public Health Grant: the Government announced in the July 2015 Budget that it planned to cut Public Health funding nationally by £200m in-year. This meant that, of the £30.7m of Public Health grant allocated to the Council in 2015/16, around £1.9m would be cut. Offsetting this, a further £3.5m has been allocated to the Council in 2015/16, along with a transfer of responsibilities from the NHS with effect from October 2015. These responsibilities include health visitor services for children aged 5 years and under. It has not yet been officially confirmed how much Public Health funding will be allocated to Sheffield in 2016/17, hence the figures in Table 2

above show a cash standstill position using the original 2015/16 allocation. These figures will be revised when the final settlement is published.

42. The position above does not include various education-related grants such as Education Services Grant (ESG) and Dedicated Schools Grant (DSG), the majority of which is “passported” to schools. The provisional DSG settlement amounts to £383m for Sheffield, of which it is currently estimated that £329m will be passported directly to schools. The remaining funding is used to provide early years activities and statutory educational services. The final settlement for DSG will be received in the spring. We do know that ESG will be cut by £500k, and this has been reflected in CYPF’s revenue spending plans and BIPs.
43. The New Homes Bonus (NHB) was introduced in 2011 as an incentive for local authorities to build new homes and bring back into use those which have been unoccupied for more than six months. The NHB allocation has increased from £7.3m in 2015/16 to £9.3m in 2016/17. This variation is not included in the assessment of the revenue budget position because it would not be prudent to use time-limited funds such as NHB to sustain long-term commitments. The Council has decided to use NHB to fund projects which help make sites available to developers to encourage new housing developments or bring long term empty properties back into use. NHB is therefore used mainly on capital projects but some projects are used to enhance services normally funded through the revenue budget. NHB-funded projects are approved on a case by case basis and for a specific time period.

## **Business Rates income**

44. In April 2013 the Government introduced the Business Rates Retention scheme. As a result the Council collects all of the business rates in its area, but it is only allowed to keep a share (49%). The remaining portion is paid over to Government (50%) and South Yorkshire Fire Authority (1%). The Council therefore has an incentive to maximise this source of income in order to mitigate the impact of reductions in RSG. Government recently announced Business Rates will be retained locally in full in the course of the next parliament but implementation is not expected until 2019/20.
45. The amount of business rates an individual authority is capable of collecting differs significantly across the country depending on its location and certain characteristics. For example, relatively prosperous areas will expect to collect more business rates because their billing areas will include a large proportion of business premises with high rents and therefore high rateable values. In



contrast to this, authorities in regions of relatively high deprivation will expect to collect less in business rates because their billing areas are likely to comprise a large proportion of small business premises with low rents and therefore low rateable values which are subject to small business rate relief.

46. In order to counteract this national imbalance, the Government implements a system of top-ups and tariffs to re-distribute business rates across the country. Authorities with a relatively high level of business rates pay a tariff into a national pot which is then used to pay top-ups to those authorities with relatively low levels of business rates. The Government has set the level of tariffs and top-ups for a period of at least seven years with effect from April 2013, although top-ups and tariffs will increase by inflation over that period.
47. The Council is required to provide an estimate of how much business rate income it will collect and therefore how much it will rely upon in setting the budget for 2016/17. The basis for doing so is set out on a statutory return called an NNDR1 which the Council is required to submit to Government. This will involve the Council's own assumptions about growth (if any) in the amount to be collected, the losses on collection, the levels of refunds that may be given and the levels of outstanding appeals. All of these carry significant risk and will involve assumptions about performance in 2016/17 that will be based on experience of recent years and the use of the most up to date information available.
48. The first assumption which the Council needs to make is the number of business premises in Sheffield that are liable for business rates. Using 31<sup>st</sup> December 2015 as the starting point; on this basis, it is estimated that the number of business premises in Sheffield that are liable for business rates is 18,028 (18,161 as at 30<sup>th</sup> September 2014) with an aggregate rateable value of £534.899m (£533.965m as at 30 September 2014). This includes two parts of the city where special rules apply.

#### New Development Deal and Enterprise Zone

49. As shown in the table below, the parts of the city referred to as the New Development Deal and Enterprise Zone account for less than 2% of the aggregate rateable value of the city. However, both parts of the city are significant because any growth in business rates above the "baseline" established in 2013/14 can be retained in full locally, rather than half being repaid to Government. On the NNDR1, they are called "Designated Areas".



50. The New Development Deal, which is within the section of the city centre earmarked for the New Retail Quarter, is expected to see substantial long-term growth in business rates, which will be re-invested to improve the infrastructure of the city centre. Sheffield is one of only three authorities in England who have successfully applied for this status as part of the Government’s programme of city deals, the other two being Newcastle and Nottingham. In 2016/17, the amount payable over and above the baseline is estimated at £284k.
51. The Enterprise Zone is located at the Advanced Manufacturing Park off the Parkway. Businesses which choose to re-locate to enterprise zones can receive several financial incentives. The Government also allows the Council to passport all business rates over and above the 2013/14 baseline to the Local Enterprise Partnership (or in Sheffield’s case, the Combined Authority) which then decides how those receipts should be invested. In 2016/17, the amount payable to the Combined Authority over and above the baseline, and including the Government’s Enterprise Zone qualifying relief, is estimated at £968k.

Table 3

	£m	
New Development Deal	3.317	0.6%
Enterprise Zone	5.043	1.0%
Rest of Sheffield	526.539	98.4%
<b>Total</b>	<b>534.899</b>	<b>100%</b>

Calculating the Business Rates Estimate for 2016/17

52. Based on the 2016/17 rating multiplier (the “rate poundage”, which is set by Government) this produces a gross business rate estimated income (the “Gross Rate Yield”) of £260.4m (£259.9m in 2015/16). This is the most realistic estimate of the likely level of income before any further adjustments. However there are a number of deductions from this figure:
- Reliefs: there are a number of reliefs against business rates liability including small business rates relief, charitable relief, deductions for empty properties and partly occupied premises. It is estimated that the total value of these

reliefs and deductions will amount to approximately £37.1m (£38.2m in 2015/16).

- Losses and costs of collection: this includes an estimate of the bad and doubtful debts in 2016/17, the potential legal and other recovery costs. Using the assumptions set out in Government guidance about this, the estimated figure is £2.8m (£3.0m in 2015/16).
53. A further deduction is required relating to refunds of business rates due to successful appeals. Business ratepayers can seek an alteration to the rateable value of a property by appealing to the Valuation Office Agency (VOA).
54. Appeals are a notoriously difficult area to forecast. The provision for losses due to appeals that was carried forward at 31<sup>st</sup> March 2015 amounted to £13.7m and was based on information relating to the level of outstanding appeals, assumptions about the likely level of “success” for the claimant and potential further claims lodged. However, because of the large volume of appeals, decisions by the VOA can take several years.
55. As at 31<sup>st</sup> December 2015 more than 1600 unique properties were under appeal (many of them with multiple appeals). These include appeals relating to significant national issues (GP surgeries, ATM’s, Virgin Media) which could be very costly to the Collection Fund. Using the same methodology as above the provision needed to prudently cover all these outstanding appeals is now estimated at around £24.1m.
56. The forecast of refunds relating to appeals specific to 16/17 rates payable is again problematic. With a revaluation due in April 2017 this is the last year (of seven) of the 2010 rating list and so in theory the number of appeals should reduce as businesses await the re-valuation. The government has also capped the backdated element of future appeals to 1<sup>st</sup> April 2015 which may discourage appeals as the potential gains are reduced. However given the issues faced in 2015/16 an estimate of £3.4m (compared to £3.8m in 2015/16) has been included for 2016/17.

#### Overall Business Rates Estimate for 2016/17

57. Based on assumptions relating to reliefs and appeals, it is estimated that the total net business rates for Sheffield will amount to £217.2m in 2016/17 (£214.9m in 2015/16). However, this is then appropriated between Government and local authorities (the City Council and SY Fire Authority) on the 50:50 basis set out in the Business Rates Retention scheme (adjusted for designated

areas). Business Rate income is taken to the Council's Collection Fund where the appropriations are made. The estimated Collection Fund for 2016/17, insofar as it relates to business rates, is shown below.

Table 4

<b><u>Collection Fund - Business Rates Estimate for 2016/17</u></b>			
2015/16			2016/17
£'000			£'000
259,881	Gross Business Rates income yield		260,435
-38,208	LESS Estimated Reliefs		-37,070
-3,027	Losses in Collection		-2,787
-3,761	Losses on Appeals re Current Year Bills		-3,385
<u>214,885</u>	Net Estimated Business Rates		<u>217,193</u>

Appropriation of net business rates:

105,661	Sheffield City Council	106,282
2,136	SY Fire Authority	2,151
106,741	Government	107,508
347	Designated Areas	1,252
<u>214,885</u>		<u>217,193</u>

58. The estimated 49% of net business rates for Sheffield amounts to £106.3m (£105.7m for 2015/16). It is proposed that the Council budget for 2016/17 includes this figure as its share of business rates income.

## **Council Tax income**

### Council Tax base for 2016/17

59. It is proposed to set a Council Tax Requirement of £176.467m for 2016/17. The option provided by Government to charge a 2% Social Care Precept has also been taken up equating to £3.460m. This brings the total Council Tax Requirement to £179.928m and results in a Band D council tax of £1,360.48. This included a determination that the council tax base – the number of

properties on which a tax can be charged – would be 132,253.72 Band D equivalent properties. This represents an increase in the tax base of 1.55% compared to the previous year.

60. The phrase “Band D equivalent properties” is used throughout this report because Band D is used by the Government as the standard for comparing council tax levels between and across local authorities. This measure is not affected by the varying distribution of properties in bands that can be found across authorities. A definition of Council Tax can be found in **Appendix 10**.
61. A summary of the council tax levels by band can be found in Table 8 further on in the ‘Financing the 2016/17 Budget Requirement’ section of this report. Further details can also be found in **Appendix 6**.
62. The calculation of the tax base for 2016/17 has involved an assessment of the following:
  - There has been an increase in the number of domestic properties that are liable for council tax. An increase in house building has resulted in an additional 1,510 band D equivalent properties.
  - There has been a decrease in the expected CTSS caseload. This reduction amounts to 1,173 fewer band D equivalent properties claiming council tax support.
  - There is an increase of 661 in the number of band D equivalent properties that are entitled to discounts and exemptions. This is mostly due to additional student properties which are exempt from council tax.
  - The estimated collection for 2016/17: the practice has been to set a prudent in year collection rate as part of the tax base calculations although eventually the Council recovers up to 99% of council tax. As anticipated, the introduction of CTSS and other welfare reforms such as the ‘Spare Room Subsidy’ (the ‘Bedroom Tax’) has increased the level of financial hardship of many taxpayers resulting in late payments and non-payment of council tax. Therefore for tax base setting purposes for 2016/17, a prudent collection rate of 95.5% has been assumed (although we still intend to collect 99% over the long term), which is unchanged from 2015/16. The collection rate will continue to be closely monitored during the year as the ongoing impact of the CTSS and other welfare reforms continue to put pressure on taxpayers’ ability to meet their payments.

63. The Council Tax Base for 2016/17 has therefore been determined as 130,253.72 Band D equivalent properties, as shown in Table 5 below. This is an increase of 2,022.28 properties (or 1.6%) compared to 2015/16 and will result in an increase in council tax income of £9.5m assuming a 1.99% increase in Band D council tax and a 2% social care precept. Of the £9.5m increase, £2.6m is as a result of the net increase in Band D equivalent properties, £3.4m is due to the proposed 1.99% increase in Band D council tax and £3.5m is due to the social care precept.

<u>Table 5</u>	Band D equivalent number of properties
Council Tax Base of Band D equivalent properties for 15/16	130,231.44
Additional properties in 2016/17	1509.89
Reduction in properties entitled to CTSS	1173.65
Increase in number of properties entitled to discounts / exemptions	-661.26
Council Tax Base of Band D equivalent properties for 16/17	<u>132,253.72</u>

#### Council Tax referenda

64. The Localism Act 2011 introduced a requirement for a local authority to determine whether its council tax for a financial year is excessive. If the council tax were to be considered as excessive, a referendum is required in respect of that amount.
65. The principles on which a council tax is considered to be excessive are determined by the Secretary of State. This replaces the capping powers that were previously available to the Secretary of State.
66. The principles in previous years determined that the “basic amount of council tax” is excessive if the 2016/17 tax is 2%, or more than 2%, greater than the tax for 2015/16.
67. The Spending Review and Autumn Statement announced that authorities would be given an additional 2% flexibility on their current council tax referendum threshold, to be used entirely for adult social care taking the total referendum limit to 4%.

## **Business Planning for 2016/17**

68. The Council's approach to managing its financial position in the medium term has been through the Business Planning process. This requires Services and Portfolios to develop business plans which show what activities will be provided in 2016/17 for a specified cash limited budget. The Business Planning process for 2016/17 began before the consideration of the MTFS report by Cabinet in October 2015.
69. The approach adopted to balancing the 2015/16 budget, namely to require Portfolios to find 15% reductions in their net expenditure, did not identify sufficient amounts to balance the budget, requiring a number of corporate items to be identified to bridge the gap (for example savings from the early payment of pension contributions, reduction in the ITA Levy and additional specific grant income). These difficulties reflected that 2015/16 was the fifth year of the Government's austerity agenda, and so ways of reducing net budgets across the board are becoming harder to find.
70. Consequently for 2016/17 onwards a change in approach was proposed. Portfolios are still required to absorb their pressures, so there are still a number of Portfolio-based savings schemes. However to achieve the corporate savings necessitated by the further reduction in RSG from Central Government (a 22% or £25m fall in 2016/17), officers have concentrated on a discrete number of key areas where they believe resources can be released.

## **Formulation of the budget for 2016/17**

71. In formulating the budget for 2016/17 there are a number of adjustments that will need to be made to reflect variations in costs and resources, some of which are outside of the control of the Council and others reflect the continuation of current Council policy. The following section shows those items that have been included in the proposed budget, along with a summary table (Table 6) which demonstrates how the Council's revenue budget for 2016/17 has been balanced.

### Funding from Government

72. The earlier part of the report provided details of the Local Government Finance Settlement for 2016/17. The Settlement resulted in a reduction in RSG of £25.2m for 2016/17. Further details of variations to specific grants are also provided earlier in this report; a summary of the main changes – amounting to a net decrease in specific grants of £1.1m – are as follows:

- Funding for implementation of the Care Act 2014 was paid as a specific grant in 2015/16 (also known as Adult Social Care New Burdens), but will be rolled up into RSG (£2.6m loss of income);
- £600k of grants awarded to the Council as compensation for business rates-related measures introduced and/or extended in the 2013 Autumn Statement, including Retail Relief (£500k) and Empty New Build Relief (£100k), will no longer be funded by Government from 2016/17;
- Reduction in Business Rates Inflation Cap Grant (£426k), offset by;
- Additional Small Business Rates Relief Grant (£380k).
- Additional Business Rates Top Up Grant (£241k).

73. The overall reduction in funding from Government is around £27m.

#### Business Rate income

74. As stated earlier in this report the position relating to business rate income carries significant risk. The City Council's share of estimated business rate income amounts to £106.6m, which is an increase of circa £0.9m compared to 2015/16. This is £3.2m above the assumed retained business rate figure that is determined by Government as part of the Business Rates Baseline (£103.4m).

#### Council Tax income

75. The determination of the council tax base has resulted in additional income of £9.6m as reported earlier. This assumes that the actual Band D equivalent tax will increase by 3.99% (1.99% City Council increase and 2% national arrangement for the social care precept) from April 2016.

#### Collection Fund surplus

76. The Collection Fund position has been determined at 15 January 2016, as required by statute. There is an estimated surplus for the City Council of £283k. For further details, please refer to the 'Financing the 2016/17 Budget' section of this report.

77. The 2015/16 revenue budget benefitted from a one-off payment of £3.3m from the Collection Fund based on the estimated surplus for 2014/15. This created a pressure on the 2016/17 budget because no similar surplus was available in 2016/17.

## Additional Budget Provisions

78. There are a number of proposed additions to the budget for 2016/17:

- Portfolio pressures: Portfolios are faced with increased levels of demand for services and rising costs of service provision, particularly in the area of social care, all of which is exacerbated by onerous legislative changes to the Council's statutory responsibilities and by loss of funding. The total cost of Portfolio pressures amounts to around £24.6m. Details of the pressures are in **Appendix 1**.
- Employers' national insurance contributions: the introduction of the new state pension from April 2016 will mean the abolition of the "contracted out" rate of employers' contribution. On the basis of the existing payroll size, the Council faces additional costs of approximately £3m from April 2016.
- Pay strategy: the expected net cost of reinstating half-increments after taking account of 3 days' unpaid leave is around £1.9m greater than the 2015/16 budget.
- Streets Ahead: the Council investment in the Streets Ahead contract will result in the required amount increasing by approximately £1.6m per annum from April 2016, as planned. This includes the full debt charges associated with borrowing £135m to finance the acquisition of assets (a saving on the previous borrowing via PFI).
- Social Care contingency: as mentioned previously, the Council is faced with increased levels of demand for services and rising costs of service provision, particularly in the area of social care. These pressures are worsened by the risk of loss of specific grants. To mitigate these risks, the Council is proposing to add a further £1.6m to this contingency budget.

## Reductions in budget provision and additional income

79. There are a number of reductions that the Council can make to its budget:

- Capital financing costs: the Council holds a revenue budget in order to meet the costs of borrowing undertaken to finance the capital programme. On the assumption that market conditions will remain favourable to the Council next year, i.e. interest rates and borrowing requirements will not exceed those stated in the Treasury Management Strategy in **Appendix 7**, it is proposed to reduce this budget by £5.2m.



- Better Care Fund: having drawn down funding from the Better Care Fund reserve in 2015/16 to smooth the transition to pooled budget arrangements with the CCG, a more sustainable funding strategy is being formulated which should result in £9.3m of recurrent funding and/or savings being found from 2016/17;
- Transport Levy savings: the Sheffield City Region Combined Authority Local Transport Body, previously the Integrated Transport Authority (ITA), has been looking at ways of reducing the transport levy in 2016/17. One option being implemented is that by reviewing the basis on which capital financing costs are charged to its main subsidiary the South Yorkshire Passenger Transport Executive (SYLTE), the levy could be reduced by 7.5% resulting in a saving to the Council of £1.9m. As part of the approach to balancing the budget for 2016/17, the Place Portfolio has also been working with SYLTE to look at operational efficiencies which could be included within that Portfolio's overall savings proposals.
- Capita contract: it was announced in Autumn 2014 that the negotiations between Council officers and Capita to identify the potential for further savings on the Capita contract were successfully concluded. This has resulted in savings of £1.6m in 2016/17.
- Infrastructure Investment (New Retail Quarter): proposals relating to the development of the new retail quarter were presented to Members in July 2014. These proposals involve land acquisitions funded by prudential borrowing which could have resulted in capital financing charges to the revenue account. However, it has been possible to capitalise the borrowing costs, thereby releasing all of the existing budget for such charges (£800k in 2015/16).

#### Contribution from Reserves in 2016/17

80. The budget proposals involve the use of reserves to meet expenditure in 2016/17, and/or smooth costs in future years, for various purposes which are explained further in **Appendix 4**. One of the main uses in 2016/17 is the proposal to re-finance the £25m+ annual payment to South Yorkshire Pensions Authority by gaining access to low interest rates in order to secure an early payment discount. It is proposed to pay one instalment of circa £80m in March 2017 which will cover the 3 years 2017-20.

**Table 6**

	£m	£m	£m
Reductions in funding from Government			
Reduction in Revenue Support Grant (RSG)		25.2	
Variations in Specific Grant	1.3		
Additional Small Business Rates Relief Grant	-0.4		
Reduction in Business Rates Inflation Cap Grant	0.4		
Additional Business Rates Top Up Grant	-0.2		
		<u>1.1</u>	
			26.3
Portfolio pressures			
Loss of funding		14.2	
Increasing demand on services		3.5	
Pay & price inflation		6.1	
Legislative changes		0.9	
		<u>24.6</u>	
			24.6
<b>2016/17 budget gap before portfolio savings proposals</b>			<b>51.0</b>
Portfolio savings proposals			-27.6
<b>2016/17 budget gap after portfolio savings proposals</b>			<b>23.4</b>
Increase in Business Rates multiplier			-1.0
Additional Council Tax income			
1.99% increase in council tax		-3.5	
2% Social Care Precept		-3.5	
Growth in tax base		-2.6	
		<u>-9.6</u>	
			-9.6
Collection Fund estimated surplus in 2015/16			-0.3
Removal of one-off items			
Collection Fund estimated surplus in 2014/15			3.3
Portfolio 2014/15 Carry Forwards			-1.9
Additional budget provisions			
Increments		1.9	
Employers NI		3.0	
Streets Ahead Contract		1.6	
Social Care Contingency		1.6	
		<u>8.1</u>	
			8.1
Budget reductions / additional income			
Capital financing costs		-5.2	
Better Care Fund		-9.3	
Transport Levy Savings		-1.9	
Capita contract		-1.6	
NRQ infrastructure investment		-0.8	
Other Contingency		-1.0	
Minor adjustments		-0.4	
		<u>-20.2</u>	
			-20.2
Movement in contributions to reserves			-1.8
<b>2016/17 budget gap</b>			<b>0.0</b>

## Savings proposals for 2016/17

81. Discussions with Members have taken place since the consideration of the MTFs to produce a set of proposals that will achieve a balanced budget. The proposals set out in this report form the basis of a balanced budget and a recommendation to Council on 4 March 2016. The total amount of Portfolio savings are £27.6m. If any of these proposals were not to be approved by Council then alternative compensating savings would need to be identified and recommended to Council. Details of the Portfolio savings are in the Budget Implementation Plans (attached at **Appendix 2**).

Table 7

<b>Portfolio</b>	<b>Savings Proposals 2016/17</b>
	<b>£'000</b>
Communities	(10,230)
CYPF	(5,643)
Place	(9,543)
Resources & PPC	(2,191)
<b>Total</b>	<b>(27,607)</b>

## Revenue Budget position for 2015/16

82. At its meeting in March 2015, the Council approved a Net Revenue Budget for 2015/16 of £424.060m. The Council increased Council Tax by 1.99% from the previous year – to £1,308.28 for a Band D equivalent property.
83. The level of spending against budget is subject to a rigorous monitoring and review process each month and results in a comprehensive budget monitoring report being submitted to Cabinet which shows the forecast outturn position. The budget monitoring position at month 9, covering the period to December 2015, shows a forecast overspend of £3.2m as per the table below.
84. In summary, the position as at Month 9 shows an unbalanced budget for 2015/16, however the savings proposals for 2016/17 address these areas of overspend to ensure there is no continuation of these pressures. In addition

work is ongoing to identify additional in-year savings to achieve a balanced position by year end.

Portfolio	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s
CYPF	69,009	68,621	388
COMMUNITIES	157,710	156,254	1,456
PLACE	159,068	155,443	3,625
POLICY, PERFORMANCE & COMMUNICATION	2,878	2,592	286
RESOURCES	55,841	56,596	(755)
CORPORATE	(441,315)	(439,506)	(1,809)
<b>GRAND TOTAL</b>	<b>3,191</b>	<b>0</b>	<b>3,191</b>

## Balances and Reserves

85. The Council budget has been prepared against a backdrop of uncertainty and potential risk. There is nothing new in this and, whilst some of these are risks which the authority has managed for many years, it is important that the Council has adequate financial reserves to meet any unforeseen expenditure. For an organisation of the size of Sheffield City Council relatively small movements in cost drivers can add significantly to overall expenditure.
86. The Director of Finance has reviewed the position relating to Reserves and has produced a Reserves Strategy which is attached at **Appendix 4**. This sets out the estimated requirement for Reserves and explains the purpose of each earmarked reserve.

## Risk Management

87. Attached at **Appendix 5** are details of corporate risks which will need to be monitored closely throughout the year. The budget proposals identified in this report will be risk assessed and given a risk rating. The implementation of the budget proposals will then be closely monitored and reviewed based on the risk assessment and this will be reported as part of the budget monitoring process for 2016/17.

## Levies

88. The Council currently has approximately £26m in its revenue budget for levies. This includes the following levies:
- Sheffield City Region (SCR) Combined Authority Local Transport Board (CALTB) levy; the SCR Combined Authority has approved its budget for

2016/17 on 1<sup>st</sup> February 2016. A transport levy reduction of £2.8m is expected for Sheffield. This reduction is included in the City Council budget proposals under the Place portfolio.

- Payments to the South Yorkshire Pensions Authority and to the Environment Agency amounted to £0.205m and £0.196m respectively in 2015/16. The figures for 2016/17 are £0.198m and £0.208m respectively.

## Portfolio Revenue Spending Plans for 2016/17

89. A Budget Implementation Plan (BIP) has been completed for each of the five Portfolios and these plans, together with a detailed cash allocation for each Portfolio, are provided at **Appendix 2**. As in previous years, the BIPs will be subject to regular monitoring reports throughout the year, in accordance with the City Council's overall budget monitoring procedures.
90. Set out below is a high level summary of the Portfolio savings proposals. This section reflects the content of the Council website relating to budget proposals.

## Our Priorities

91. Our budget for 2016/17 is driven by the five priorities of our corporate plan:
  - **An in-touch organisation:** This means listening; being connected and being responsive to a range of people and organisations; ideas and developments. This includes local people; communities and Government, as well as keeping pace with technology. This means understanding the increasingly diverse needs of individuals in Sheffield so the services we and our partners provide are designed to meet these needs. It also means understanding how to respond. This priority is also about empowering individuals to help themselves and providing opportunities to do this, so they and their communities are increasingly independent and resilient.
  - **Strong economy:** This means creating the conditions for local businesses to grow and making Sheffield an attractive location to start a business. We want Sheffield to achieve our economic potential and for the pace of Sheffield's economic growth to quicken, particularly in the private sector. This means being well-connected, both physically and digitally, building on our success as a city that supports businesses to grow and play a full, distinctive role in the global economy. We want local people to have the skills they need to get jobs

and benefit from economic growth; and to make the most of the distinctive things Sheffield has to offer, such as cultural and sporting facilities.

- **Thriving neighbourhoods and communities:** This means neighbourhoods where people are proud to live, with communities that support each other and get on well together. This includes good, affordable housing in places that are well-maintained and easy to get around. It means places with access to great, inclusive schools that also act as community amenities, together with libraries and it means places with access to high quality sport and leisure facilities, including green and open spaces. We want people living in Sheffield to feel safe and will continue to join with other agencies in the city to make it easier for local people and communities to get involved, so we can spot and tackle issues early. We will work with communities to support them and to celebrate the diversity of the city.
- **Better health and wellbeing:** This means helping people to be healthy and well, by promoting and enabling good health whilst preventing and tackling ill-health, particularly for those who have a higher risk of experiencing poor health, illness or dying early. Health and wellbeing matters to everyone. We will provide early help and look to do this earlier in life to give every child the opportunity to have a great start in life. This is strengthened by our other priorities that make sure the city has facilities and amenities that help people to stay healthy and well, such as leisure and culture, as well as access to green and open spaces.
- **Tackling inequalities:** This means making it easier for individuals to overcome obstacles and achieve their potential. We will invest in the most deprived communities; supporting individuals and communities to help themselves and each other, so the changes they make are resilient and long-lasting. We will work, with our partners, to enable fair treatment for individuals and groups, taking account of disadvantages and obstacles that people face.

92. Part of our response to the recommendations made by the Fairness Commission was to embed the fairness principles into our Corporate Plan. The Fairness Commission report available on the Council's website at [www.sheffield.gov.uk/fairnesscommission](http://www.sheffield.gov.uk/fairnesscommission) and we have continued to use the Fairness Principles to influence the shape of the budget as a whole, ensuring the Council's budget is invested as fairly and equitably as possible. These principles are:

- Those in greatest need should take priority.
  - Those with the most resources should make the biggest contributions.
  - The commitment to fairness must be for the long-term.
  - The commitment to fairness must be across the whole city.
  - Preventing inequalities is better than trying to cure them.
  - To be seen to act in a fair way as well as acting fairly.
  - Civic responsibility - all residents to contribute to making the city fairer and for all citizens to have a say in how the city works.
  - An open continuous campaign for fairness in the city.
  - Fairness must be a matter of balance between different groups, communities and generations in the city.
  - The city's commitment to fairness must be both demonstrated and monitored in an annual report.
93. We need to find savings of around £52m to meet grant cuts and pressures in 2016/17 compared to 2015/16. The Council is structured with four large spending portfolios: Communities; Children, Young People and Families; Place; and Resources. Our approach to the budget has been to seek to identify budget savings from different portfolios while bearing in mind the Council's overall priorities and the fairness principles.
94. Our broad approach for each portfolio is set out below.

### **Communities**

95. The Communities Portfolio provides services which aim to ensure, support and promote thriving communities. That people keep well and that when people do need either short term or long term support this is delivered in such a way to maintain and support independence.
96. The Portfolio provides services relating to Adult Social Care, Housing, Libraries and Community Safety. The majority of our budget in 2015/16 was allocated to Adult Social Care amounting to £131.1m. Housing Services not funded by the Housing Revenue account received £19m of investment in 2015/16, and

Community Services including Libraries received £6.1m. Public Health Funding amounted to £21.6m.

97. We work with Partners across a range of organisations to deliver our ambitions for the Portfolio. We will continue to work in close partnership with the Sheffield Clinical Commissioning Group (CCG), further developing the single budget that has been established to deliver health and social care in Sheffield under the Better Care Fund (BCF).
98. We will continue to work closely with the Police and Crime Commissioner (PCC) to ensure that we spend our budget relating to community safety in the best way. We will continue to work with the PCC to build on the co-ordinated and intelligence led approach to ensure our money is being spent where it can have the biggest possible impact.
99. As the demand for our services continue to rise and central government funding for local councils continues to reduce we will build on the existing transformational change delivered over the past three years. This will mean continuing change in how our statutory services are delivered and provided. There are other changes which will impact upon the Communities Portfolio, other than government grant reductions, such as changes to the minimum wage which will potentially impact on providers commissioned to deliver care services by the Council.
100. It is requested that authority is delegated to the Executive Director of Communities to approve any uplift in payments to providers in respect of care homes and domiciliary care providers. Any uplift is currently subject to negotiation with the Council's external providers and will be limited to agreed budgetary levels.
101. Central Government has given local authorities the power to raise additional Council Tax to pay for the increased costs of Adult Social Care. As part of the proposed budget it is the intention to raise Council Tax by the 2% allowed by Central Government to offset some of the increased costs of Adult Social Care.
102. As mentioned above, the Adult Social Care budget for 2015/16 is around £131.1m. It is proposed to increase this budget to £134.6m in 2016/17. This additional £3.5m of investment into Adult Social Care is funded by the social care precept.
103. The vision that underpins our continued service delivery is organised into three main elements:



**Thriving Communities** – We want our services to support communities to build strong links and to have places to come together. We want people to feel they are listened to and enable them to access support and gain benefit from community infrastructure, assets and actions.

**People Keeping Well** – We want our services to enable people to make informed choices to help them achieve their goals. We want people to be able to access appropriate support at the right time to maintain or regain their wellbeing. We will identify those at risk of declining well-being and help them to access services to ensure they are pro-actively supported. We want to work towards ensuring people live in accommodation which supports them to live well. We want to enable people to access good quality, innovatively delivered support which represents good value for money.

**Active Joined up Support** – We want to enable people accessing short or long term support to be in charge of their own lives. We want to enable our Staff and the people who contact us to have better conversations about the support they need to regain or maintain their independence, safety and well-being. We want to support people to define their well-being goals and capture them in a single plan. This plan will cover their whole lives and people will get joined up support to ensure the delivery and development of a single plan.

104. We are committed to ensuring that Sheffield people can stay healthy, stay out of hospital and live independently at home for as long as possible. The city has set out its priorities in this area in the Health and Wellbeing Strategy and this is reflected in our new Corporate Plan for 2015-18. We will therefore focus our remaining spending in this area on:

- Doing what we can to help people stay independent, safe and well
- Targeting our support on those that need it most, to reduce health inequalities
- Making sure services in this area are as efficient and effective as possible
- Working closely with health services so that people get co-ordinated help and support

105. We continue to work very closely with NHS Sheffield Clinical Commissioning Group (CCG) and have developed a single budget for health and social care under the Better Care Fund in 2015/16. This approach to a single budget will continue and be further developed in 2016/17 and beyond. The joint budget in 2015-16 of £270m went significantly beyond the statutory minimum requirement

of £42m. The Council element of this budget was £116m and has demonstrated a real commitment to the benefits of joint working. The exact composition of the Better Care fund in 2016-17 is still being finalised and will include further areas for joint working and collaboration. The Better Care Fund includes expenditure on four areas of People's need, focussing on those at risk of admission to hospital and those for whom there is the greatest opportunity to maintain their well-being:

- People keeping well in their local community - incorporating GP care planning, focussed on preventing avoidable crises (£6.9m Budget 2015/16).
- Independent living solutions - recognising the current joint commissioning arrangements for community equipment and the opportunities presented by the expiry of the current contract (£7.6m Budget 2015/16).
- Active Support and Recovery - to improve the range and efficiency of out of hospital step up and step down services, to reduce admissions to hospital and support re-ablement, reducing admissions to long term care (£1.8m Budget 2015/16).
- On-going care - integrating our assessment, placement, quality management and contracting processes to ensure a shared focus on achieving the most effective care for people, and avoiding the unproductive cost shift between health and social care that has often characterised approaches to achieving savings as single organisations (£88m Budget 2015/16).

106. The BCF joint arrangements came into effect from April 2015 and we continue to work closely with health colleagues in order to maximise the impact of spend in this area and eliminate duplication. The Better Care Fund as outlined above is one example of how we are working hard to make services more joined up and efficient.

107. The scale of the continued funding reductions means that we continue to have to make difficult decisions. In 2016-17 some of our main areas for reducing costs in the area of Adult Social Care are:

- Continuing to develop the supply and market for Learning Disability support. We expect to see further cost improvements of £1.6m across various parts of our LD service.

- Further reviews and reassessments in Learning Disabilities to ensure that clients are receiving the correct levels of support delivered in the most appropriate way to deliver £1m of savings.
- Improvements in targeting our discharge management services to release savings of £2.2m.

108. There have also been central government cuts to public health funding. This has led to savings to the value of £1.4m being proposed. There are a variety of proposed savings which include:

- Income generation and alternative funding - £250k
- Staffing efficiencies to be generated through new ways of working and re-organisation - £600k
- Contracts savings - £489k, relating mainly to the provision of drugs and alcohol services
- Other efficiencies – £20k

109. Changes to our library service to introduce a new structure and service were implemented from October 2014. This implementation included asking some community groups to take over the running of some libraries, whilst still having a core network of council run and staffed hub libraries. In order to maintain the viability of the non-council run libraries we will be supporting these groups to demonstrate the long term viability once allocated funding ceases after 3 years.

110. Sheffield is one of the safest cities in England and anti-social behaviour is much lower than in other similar cities. We want to keep Sheffield safe and make it even safer.

111. As a local authority, we spend a relatively small amount of money keeping Sheffield safe, compared with some other organisations in the city. Our direct spend in this area is less than 1% of our net revenue budget – just under £1 million - compared with South Yorkshire Police's spend of almost £250 million, which is spent on a wide range of activity across the whole of South Yorkshire.

112. The Council's budget in this area is spent on:

- A small number of Safer Neighbourhood Officers who work alongside the Police in specific areas of the city;

- Running Community Justice Panels, which bring victims and offenders together to resolve conflict and harm;
- A specific budget for small grants to various community-based organisations.

113. In addition to the above, we support specific groups of people - for example, we spend about £8.5 million supporting people who misuse illegal drugs and alcohol: we know that reducing the harmful impact that drugs and alcohol has on individuals' health has a positive impact on communities as a whole. We also use our enforcement powers, including those associated with requiring, issuing and removing licenses, to make sure that activities don't happen that have a negative effect on safety and security for local communities.

114. Over the next year, we need to continue the work already started to keep Sheffield safe and secure whilst maximising value for money, by reducing our spend accordingly. The level and speed of change we need to make isn't easy so we will make sure that we keep a close eye on how any changes we make affect different groups of people in the city.

115. We will continue to target how small grants are spent, based on what the street-level response and anti-social behaviour teams tell us. Part of our remaining budget is spent on a fund for supporting communities in crisis.

### **Children, Young People & Families**

116. Our ambition is that all children, young people and families in Sheffield achieve their full potential in all aspects of their lives; that they have the best start in life, go to great schools, are safe and healthy, active, informed and engaged in society.

117. We will continue to work together with all of our partners and communities to ensure we raise expectations and attainment and enable our children, young people and adults to gain first class qualifications and skills, have enriching experiences and make a positive contribution to their local communities and our city.

118. We will continue to respond to increases in demand for services and in the range of our statutory duties and expectations of Inspectors (e.g. Ofsted). Our approach will be creative and transformative in the way we work and deliver services to ensure that outcomes for children, young people and families continue to improve.

119. In 2015/16 we are forecasting to spend in the region of £70m cash and £15m of Public Health grant on delivering services for our children, young people and their families. A further £428m of funding was allocated separately by government for schools.
120. We've made a lot of changes to how we commission, deliver and pay for services –increasingly working with all our partner organisations, including schools, and seeking alternative funding streams. We are committed to protecting as far as we can services to children, young people and families and this will always be a priority for us and is where we spend the majority of our revenue budget.
121. The strategies that underpin our ambition for successful children, young people and families are shaped in three main areas:
- **Keeping children, young people and families safe, healthy and strong and giving every child a great start in life.** Our services focus on safeguarding, learning difficulties/disabilities, early intervention and prevention and the city's health strategy for children and young people. We provide multi-agency support services for children with additional needs and for social care services for Children in Need (CIN), including those at risk of harm, in need of accommodation and those looked after. Our services promote the early identification of children in need and deliver high quality preventative and supportive services that enable children to achieve their potential, through good quality assessments that inform effective plans to address children's needs, including the need to be safeguarded, and improve their outcomes. We will ensure that services are put in place to support children living within their families wherever possible. Where children cannot remain in their families we will make timely decisions to ensure that they are secured in a permanent placement as soon as is possible. We will deliver, monitor and provide the highest quality care and placements for our looked after children.
  - **Developing skills for life and work and encouraging active, informed and engaged young people into further education, employment or training.** We target our resources in supporting those teenagers and young adults who are most at risk of not being in education, employment or training (NEET), we work to create the technical pathways that better connect education and employers and we are working with government to redesign the skills system so that it better meets the needs of the local economy. In this, we are leading the way nationally: we are delivering a City Deal that will

create 4,000 new apprentices and 2,000 better skilled employees in Sheffield and the city-region; and we are helping to redesign a devolved skills system that is better able to meet the training priorities of our residents and our businesses.

- **Supporting schools and children and young people's education; being the advocate and champion for Children, Young People and Families and improving the quality of learning outcomes and attainment for all.**

The quality of the school experience for children is fundamental to their later life chances. Children who experience high quality teaching and learning are much more likely to experience positive outcomes (sustained employment, good mental and physical health, avoidance of poverty and increased social mobility) in the short and long term. The Council does not run schools and has not for many years, however, it does have a vital role to play to ensure all our children and young people achieve their full potential. We do this by working in partnership with schools and other education providers (Learn Sheffield) on the key educational issues affecting the whole city such as school places or support for vulnerable learners, and by challenging schools and other education providers where their performance is not good enough and supporting them to improve.

122. We are seeing significant and growing demand and need in areas such as special educational needs, emotional health and wellbeing and poverty. These are set alongside changes in legislation and policy which impact on the way in which we operate and the expectations children, young people and families have of us. Most significant among these are the Children & Families Act 2014 (and the linked Care Act), National Minimum Wage; this represents an ongoing shift towards more autonomy for schools. These demands and changes in legislation mean a financial pressure of £5.6m across the Portfolio. Further pressure is recognised across education spending due to demographic growth and year on year flat cash settlements.
123. We plan to mitigate around £3m of these pressures within current budgets and resources e.g. re-profiling of grants and through re-negotiation of contract prices without generating any negative impacts for the customer and our employees.
124. We will also continue our work in the redesign of Youth Services and will jointly invest with CCG and other health colleagues in early intervention and prevention strategy to reduce cost within high end social care services (£1.2m).

125. We will seek to increase income from traded services and we will restructure services to enable reductions in management and running costs. For example, we will develop an offer between SEND and Children with Disabilities Team to provide integrated services for families (£1.4m).
126. We have also identified a programme of key initiatives to enable a sustainable strategic response to growing demand and need. These are:
- Delivering a step change in the consistency and quality of practice in support for children and young people with additional needs through an inclusive locality school based model of delivery, meaning more local control and influence over resources. We will establish an integrated locality model building on the current Early Help and Support Services (MAST) and a reorganisation of our Inclusion Service.
  - Transforming SEND provision in response to new legislation for closer integration of Education, Health and Care services.
  - We will continue to work in partnership with schools through Learn Sheffield (the newly established schools company), to give responsibility to schools wherever possible. We will work with others to increase the scope and potential of “school to school” improvement partnerships, so their knowledge and expertise can jointly lead the improvement needed. This means all our schools seeking improvement; so that outstanding schools truly excel alongside the best in the country and they also support other schools to improve.
  - A review and re-design of services to schools – we will review the services we currently provide, trade and commission to ensure alignment with the changing needs of the education sector whilst also ensuring best value for money.
  - A continuation of support to young people and adults into further education, employment or training, increasingly targeting resources to those who most need our help and support and where we can have the biggest impact, including vulnerable young people and adults facing the greatest barriers to work.
127. Our Public Health grant allocation will also be significantly reduced in 2016/17. We will work with the Sheffield Teaching Hospital NHS Foundation Trust to continue to integrate and redesign the delivery of Sexual Health Services. Following the transfer of responsibility to Local Government of Health Visitors,



we will work in partnership with Sheffield Children's NHS Foundation Trust to develop a 0-19 Health Child Programme Service by remodelling and integrating children and young people's health services. This redesign and changes to delivery methods will aim to release savings of around £1.3m over the next 3 years.

128. £126k will be delivered through a restructure of the CYP Public Health staffing function and £88k saved against Education Support Allowance Pathway programme.

## **Place**

129. The Place portfolio works to strengthen Sheffield's economy even further - helping existing and new businesses to grow, and to provide more and better jobs.
130. This area also includes our commitment to environmental responsibility. This includes reducing the carbon footprint of our own buildings and vehicles; encouraging Sheffield's businesses to reduce their carbon emissions; and working with our partners to invest in sustainable and affordable energy, such as in our District Heating network.
131. We also want to continue to offer a vibrant mix of cultural and sporting facilities and events. This includes putting on events in the city centre, supporting cultural venues such as the Sheffield Theatres – the Crucible, Studio and the Lyceum; Sheffield Museums – Millennium Gallery, Weston Park Museum, the Graves Gallery; as well as major sporting and cultural facilities such as the Arena, Ponds Forge and the City Hall.
132. We want to create new and improve existing public spaces and buildings so that they are safe and welcoming for businesses and people to use, for example our improvements to the Moor pedestrian area and the new Moor Market. Much of our work in this area relies on large one-off project funding, and large scale projects, such as the Sheffield Retail Quarter, will continue to transform the city over the next few years.
133. Work will complete shortly in the West Bar area removing 500m of redundant highway and replacing it with a green environment. Plans are being developed for the regeneration of the Castlegate area too. Outside the city centre, the Council has played a major part in the redevelopment of the former Don Valley Stadium creating a setting for both public and private investment.



134. Our ambition around creating a competitive city with a strong economy and great assets and transport links will not change, but how we go about it will. In particular, we are going to have to pay for things in different ways and influence our partners, like us, to find new ways of preserving activity by working more efficiently.
135. We also want Sheffield to be a city that has successful places and sustainable communities with access to high quality housing, local services, shops, and jobs, as well as having excellent parks, streets and other physical infrastructure. Our ambition is that everyone in Sheffield should have a high quality of life, and that people feel proud of where they live.
136. It means making sure our neighbourhoods are safe and easy to move around through delivering our Streets Ahead scheme to improve our roads and pavements and keep them in good condition. We also want people to be able to choose how they travel about the city whether by bus, tram, cycling or walking.
137. We need to maintain our parks, sports and leisure facilities to encourage people to use and enjoy them, and keep the streets clean by collecting and processing the city's waste and recycling. As well as making Sheffield a better place to live in, all of these help to promote the health of the people of Sheffield as part of our new responsibilities for Public Health. We also want communities to be better able to help themselves and for people to have a say over what happens in their local area.
138. As a local authority, we also provide a number of other services that are legally required. These include planning, pest control, trading standards and health protection services as well as the coroner and bereavement services for the city.
139. We will spend around £129 million this year on all these things.
140. Next year, we need to reduce our portfolio budget by a further £10 million to meet the reduced central government funding and pressures. Not only do we need to reduce how much we spend; we need to do it quickly. The level and pace of change we need to make isn't easy so we will make sure that we keep a close eye on how any changes we make affects different groups of people in the city.
141. A key part of this strategy is working with our long term contract partners to **reduce the cost of delivering the Streets Ahead programme** to renew and

maintain roads, pavements and street lighting by around £0.9m, and save a further £0.6m by obtaining an alternative form of financing..

142. As part of an agreed plan being led by the South Yorkshire Passenger Transport Executive, we aim to reduce our spending across this area by around £0.9m next year.
143. We will reduce our spend on **cultural and sports facilities** in the City by around £0.6m, as part of a 3 year funding agreement with the Sheffield City Trust and other new management arrangements introduced.
144. Along with these changes, we are also proposing that we increase charges for some of the services we have to provide including **pest control, allotments and bereavement services**. There will be a small increase in parking charges in the Peripheral Parking Zones outside the city centre and the additional income will be reinvested in the Transport Budget. Those charges that do increase will be benchmarked against market rates.
145. Approximately one-third of the savings will come from having less staff. Some of these savings are to be realised through deleting vacancies we have held open over the last twelve months by doing things differently.

### **Resources**

146. We have a number of corporate services which support Sheffield residents in their day to day lives. These include the Council's Customer Service Function and our service for assessing and paying benefits and collecting council tax and business rates.
147. Additionally, the Council is like any large organisation and we rely on effective support to run our business and the services we provide to Sheffield people. This support includes:
  - helping our teams to manage their budgets and staff
  - providing and maintaining our technology
  - helping our teams with legal advice
  - making sure we get the best value for money when we buy goods and services

- helping us as a whole Council to manage our performance, finance staff, contracts and our plans for the future
148. Sheffield City Council is also a democratically elected organisation. This means we have specific additional responsibilities associated with running elections and ensuring that the public can engage with the council and have their say on important decisions, and supporting Councillors who make these decisions on behalf of the people of Sheffield.
149. In addition, Services require the necessary 'infrastructure', which includes providing council buildings, transport services and information technology systems.
150. We have already made substantial savings in these areas. We are reducing the number of offices we occupy: consolidating 27 locations into three city centre sites, thereby avoiding expenditure of £34 million over 10 years.
151. Since 2010/11 we have reduced our annual spend on central costs by nearly 30% and some central services have experienced reductions of over 50%. These reductions equate to an annual saving of over £14m. By reducing the cost of our corporate services we have been able to protect frontline services. .
152. For 2016/17 further reviews and rationalisation of accommodation, contracts, systems and processes have identified nearly £1m saving per annum.
153. Many corporate services have small core budgets and are increasingly reliant on trading income (some are fully traded, so receive no budget allocation) – this trading income is effectively subsidising the strategic functions that would need to exist irrespective of general services to Council departments, such as Legal and Governance. It would therefore be high risk to reduce such service budgets much further.

### **Public Health**

154. As a consequence of the Health and Social Care Act 2012, substantial public health responsibilities were transferred to local authorities on 1 April 2013.
155. The budget in this area is around £30 million, which is spent on a wide range of programmes and services such as:
- addressing the root causes of ill health by supporting community groups that help people improve their health and wellbeing

- working to improve the quality of housing
  - promoting healthier lifestyles through encouraging physical activity, and
  - commissioning services such as school nursing, sexual health services, and treatment for people with drug and alcohol problems.
156. Local authorities were given a ring-fenced Public Health grant, which took into account estimates of baseline spending, including from PCT recurrent resources and non-recurrent resources, such as the pooled treatment budget and drugs intervention programme, and a fair shares formula based on the recommendations of the Advisory Committee for Resource Allocation. The grant allocation for Sheffield was £29.665m in 2013/14, rising to £30.748m in 2014/15. As per the Local Government Finance Settlement announced on 18 December 2014, the allocation was frozen at £30.748m for 2015/16.
157. During 2015/16 the DoH announced that they were reducing the Public Health Grant by £200m nationwide. The amount that was to be taken from Sheffield was only decided in late November and this amounted to a £2.134m reduction in year. This in year reduction has been found.
158. The budget for 2016/17 has not yet been announced however, it was known that the £200m cut was recurrent and an additional 2.2% reduction was to be applied to the allocation for Sheffield. In addition as identified in the budget paper for 2015/16 a reduction £2.5m was anticipated. In the event only £2.045m was found, with a shortfall of £455k to be resolved. Taken together, this amounts to about £3.2m.
159. The saving target of £3.2m has been identified from all the activities undertaken with the Public Health Grant. Further details of the individual saving proposals can be found in the Portfolio Budget Implementation Plans (BIPs).

## Financing the 2016/17 Budget Requirement

160. The earlier part of this report is concerned with the formulation of the revenue budget and the issues which need to be considered in arriving at a total budget for 2016/17. This section of the report sets out the overall summary position and the statutory determinations relating to total net expenditure and its financing. In accordance with the Local Government Finance Act 1992 (as amended by the Localism Act 2011) the Council is required to make a number of determinations. These will be set out in **Appendix 6** and will include:

- a Budget Requirement (a “section 32 calculation”)
- a Council Tax Requirement (a section 31A(4) calculation)
- a basic amount of tax (Band D equivalent)

161. The Budget Requirement will be financed by a combination of Revenue Support Grant, Business Rate income, Top Up Grant and Council Tax income.

### **Council Tax**

162. After taking account of the Revenue Support Grant, Business Rate income and Top Up Grant for 2016/17, the total amount to be raised from council tax amounts to £179.928m: this is the Council’s Council Tax Requirement.

### **Collection Fund**

163. The City Council is required to estimate, for Council Tax setting purposes, the projected year-end balance on the Collection Fund. This estimate must take account of payments received to date, the likely level of arrears and provision for bad debts etc, based on information available by 15 January. Taking these factors into account, the projection on 15 January was that the Collection Fund is in surplus with a distribution to the City Council of £283k.

### **Council Tax Base**

164. On 15 January, the Director of Finance, under delegated authority, approved the calculation of the Council Tax Base for the 2016/17 financial year. The amount of the Tax Base is 132,253.72 Band D equivalent properties.

### **Budget Requirement for 2016/17**

165. If the Council votes in favour of increasing the Council Tax by 3.99% (1.99% City Council increase and 2% national arrangement for the social care precept), this will mean the Budget Requirement for 2016/17 will be £406.492m, as shown in the table overleaf.

	2015/16 £'000	2016/17 £'000
Service Expenditure	424,060	406,492
Total Expenditure	424,060	406,492
<b>Financed by:</b>		
Revenue Support Grant	115,837	90,592
Business Rates	105,661	106,565
Top Up Grant	28,883	29,124
Council Tax	170,379	179,928
Collection Fund Surplus	3,300	283
Budget Requirement	424,060	406,492
	£	£
Band D Council Tax (City Council)	1,308.28	1,360.48

### Council Tax Levels

166. Details of the indicative level of Council Tax for Bands A to H are set out below with further details in **Appendix 6**.

Table 8

Band	Multiplier	Value (up to) in 1991	Chargeable Properties %	Tax £
A	6/9	£40,000	58.5	906.99
B	7/9	£52,000	15.9	1,058.15
C	8/9	£68,000	12.6	1,209.32
D	9/9	£88,000	6.4	1,360.48
E	11/9	£120,000	3.7	1,662.81
F	13/9	£160,000	1.7	1,965.14
G	15/9	£320,000	1.1	2,267.47
H	18/9	over £320,000	0.1	2,720.96
			100.0	

## Precepts

### South Yorkshire Police and Fire & Civil Defence Authorities

167. The budget proposals of the South Yorkshire Police & Crime Commissioner (PCC) and of South Yorkshire Fire & Rescue Authority are to be finalised during February. Details of the approved precepts will be submitted to Council on 4<sup>th</sup> March 2016.

### Parish and Town Councils

168. The overall level of Council Tax needs to include the precepts of Parish and Town Councils that lie within the City's boundaries. The levels of precepts for Parish Councils is set out in the table below:

	Council Tax Income	Grant from Council	Total Precept on Collection Fund
	£	£	£
Bradfield Parish Council	223,611	10,005	233,616
Ecclesfield Parish Council	141,242	10,041	151,283
Stocksbridge Parish Council	111,299	7,224	118,523

169. In 2013/14 the Council received a specific grant of £82k for the purposes of compensating Parish Councils for the loss of council tax income as a result of the introduction of the Council Tax Support Scheme (CTSS). From 2014/15 this specific grant was no longer provided by Government. Nevertheless, in March 2014, the Council voted in favour of still compensating Parish Councils in full for the loss of council tax income as a result of CTSS, which was £47k in 2014/15. This was despite the fact that the Council had to absorb RSG reductions in excess of 20% over the period 2014-15.
170. After considering a number of options, Full Council agreed in March 2015 to reduce the Subsidy provided to Parishes in line with the anticipated RSG cuts. The grant was cut 28% in 2015/16 and the remaining Subsidy is to be cut by 20% per year until the end of 2020/21.
171. The Council is therefore proposing to reduce the CTS subsidy to Parish Councils by 20% in 2016/17, to a total of £27k as shown in the table above. The total reduction is thus £7k

## Legal Advice

### *Responsibility of the Chief Financial Officer*

172. Under Part 2 of the Local Government Act 2003, the Chief Finance Officer of an authority is required to report on the following matters:
- the robustness of the estimates made for the purposes of determining its budget requirement for the forthcoming year; and
  - the adequacy of the proposed financial reserves
173. There is a requirement for the authority to have regard to the report of the Chief Finance Officer when making decisions on its budget requirement and level of financial reserves. Details of Reserves are set out in a separate Appendix. The view of the Director of Finance is that Reserves are low (compared to benchmarks) but are not inadequate.
174. In addition, under the Prudential Code framework the Chief Finance Officer of an authority is required to prepare and report upon a series of Prudential and Affordability indicators. These are set out in **Appendix 7**.
175. The Local Government Finance Acts of 1988 and 1992 specify that the City Council determines its Revenue Budget before 11 March each year. The City Council is also required by Section 30 of the Local Government Finance Act 1992 to set its Council Tax after having determined its Revenue Budget requirement in accordance with the provisions of section 32 to 36 of the Act. Details of how the Council Tax has been calculated are included as part of the Council Tax resolution in this report at **Appendix 6**, which is set out as required by legislation.
176. The Chancellor in his 2015 Autumn Spending Review announced that local authorities with responsibility for adult social care, which includes the Council, would be given an additional 2% flexibility on their current tax referendum threshold to be used entirely for adult social care. Following the House of Commons approval of the Local Government Finance Report the Secretary of State has issued a notice under Section 52ZY of the Local Government Finance Act 1992 which requires the Section 151 Officer to provide information demonstrating that an amount equivalent to the additional council tax has been allocated to adult social care within seven days of the Council's budget being set.



177. In determining its budget as in all other matters, an authority should have due regard towards the interest of Council Tax payers and Members must, in arriving at a balanced decision based on the evidence, take into account all relevant information placed before them and ignore irrelevant matters.
178. The proposed budget has been prepared in the context of the requirement for the Council to make significant savings in its overall expenditure. The implementation of some of the proposals in the budget will require Executive decisions. These will be made in accordance with the Leader's Scheme of Executive Delegations, and any further delegations (e.g. from Cabinet) made in accordance with the Leader's Scheme. It is important to note that in making these decisions there will have to be full consideration of all the relevant issues such as the Council's legal duties and contractual obligations (including but not limited to its Equality duties and consideration of any impact on Human Rights).
179. In relation to equalities the Council has a duty to have regard to the need to eliminate discrimination and advance equality of opportunity between all, irrespective of whether they fall into a protected category such as race, gender, religion etc. Determining the final set of proposals for consideration, Officers and Cabinet Members have had regard to how the equality impact assessments will be prepared for specific proposals as identified by each Portfolio prior to decisions being made. The Council needs to be satisfied that it can continue to meet its statutory duties and meet the needs of vulnerable young people and adults. Proposals have been drawn up on the basis that Strategic Directors are satisfied that this will enable them to continue to meet their statutory duties and the needs of the most vulnerable. In some cases further consultation may be required.
180. If the outcome of such further considerations were to present difficulties in adhering to the agreed Council budget, officers would bring further proposals to members as appropriate.

### **Housing Revenue Account (HRA) Budget**

181. This Report concerns the position of the Revenue Account of the Council, i.e. the income and expenditure for the bulk of Council services other than those that are accounted for separately as part of the Housing Revenue Account. A separate report on the HRA budget was considered by Cabinet on 13 January 2016.

## The Outlook for 2017/18

182. As mentioned earlier in this report, the Provisional Local Government Finance Settlement for 2016/17 also included indicative figures for the four financial years to 2019/20 (the final year of the current Parliament).
183. The indicative figures show that RSG is projected to reduce by around 68% cumulatively over the next four years (compared to 80% as assumed in the Council's MTFS published in October 2015). Whilst there was missing information about certain specific grants such as Public Health, the Settlement did include limited details of new sources of income such as the BCF grant and the social care precept.
184. As a result of this new information and to enable the Council to begin the business planning process for 2017/18, officers have started work on preparing a revised Medium Term Financial Strategy for 2017-22.

## Treasury Management Strategy

185. As part of its budget decision the Council is required to approve a Treasury Management Strategy for 2016/17. Treasury Management relates to the management of the Council's investments, borrowings, and banking operations.
186. The Council's Treasury Management activities are required to comply with the CIPFA Code of Practice on Treasury Management which sets out the controls over the risks associated with those activities and looks to achieve optimum performance consistent with those risks.
187. A separate CIPFA code, the Prudential Code for Capital Finance, requires the Council to set a range of Prudential Indicators as part of the budget process to ensure that capital spending plans are affordable, prudent and sustainable. The Local Government Act 2003 requires the Council to have regard to the Prudential Code and to set Prudential Indicators for the next three financial years.
188. The Sheffield City Council Treasury Management Strategy for 2016/17, including the proposed Annual Investment Strategy, Prudential Indicators, and the Minimum Revenue Provision Policy, is set out in **Appendix 7**. The responsibility for day to day management of the Council's treasury management activities rests with the Director of Finance and it is recommended that authority

for undertaking treasury management activity and relevant reporting be delegated to the Director of Finance.

## Financial Implications

189. The financial implications of the recommendations in this report (below) are set out in the preceding sections of the report.

## Workforce Impact

190. There are a number of potential workforce impacts as a result of the recommended actions in the report.
191. The potential workforce impact arising from the recommended savings proposals to set the 2016/17 budget equates to a reduction of approximately 248 full time equivalent (FTE) posts although the reduction once vacant posts are taken into account falls to 222 posts. The Budget Implementation Plans (BIPs) attached at **Appendix 2** contain details of these reductions. This will be managed in the first instance through deleting vacant posts, voluntary early retirement (VER) and voluntary severance (VS) schemes where appropriate and then through the Council's Managing Employee Reductions (MER) procedure to achieve the balance of reductions and re-design services.
192. VER/VS activity and the outcomes of MER processes have been the subject of Equality Impact Assessments (EIAs) as described in the Equality Impact section of this report, and they will continue to be monitored on an ongoing basis to ensure there is no disproportionate impact on any group within the workforce.
193. Consultation is taking place with the trade unions at a corporate and portfolio level to identify opportunities to mitigate redundancies.
194. The Council is required to submit an HR1 form each year to let the Government know of any potential Council redundancies. This form includes an estimate of how many potential redundancies we think we may have to make in the year ahead. As mentioned later in this report, an estimate of up to 400 redundancies has been made for the purposes of the 2016/17 form. This estimate is higher than the figure of 248 FTE mentioned above because of the restructure of the Housing Service; this service is funded by the Housing Revenue Account, and is therefore covered separately in the 2016/17 HRA Business Plan approved by Cabinet in January 2016.

## Pay Policy

195. In accordance with the Localism Act the Council is required to publish a Pay Policy for 2016/17. Details of this can be found in **Appendix 8**.

## Members' Allowances

196. Prior to 1 April each year, the Council has to agree a Members' Allowances Scheme for the forthcoming financial year. At least every four years, or whenever the Council wishes to amend its Scheme, its Independent Remuneration Panel has to consider the Scheme (and any changes being proposed by the Council) and make recommendations to the Council.
197. The Independent Remuneration Panel reviewed the whole of the Scheme in March 2013 and the Council, at its annual meeting on 15 May 2013, having regard to the recommendations contained in the Panel's report, made substantial revisions to its 2013/14 Scheme. The revisions that were made to the structure of the Scheme, when allied to fewer appointments of Members to positions of Special Responsibility in 2013/14, resulted in financial savings being achieved of approximately £96k over a full year.
198. The 2013/14 Scheme was also implemented for 2014/15 and then again for 2015/16 (with a minor change to include an additional approved duty regarding attendance at meetings of Local Area Housing Forums).
199. Following approval of the 2014/15 Scheme, regulatory changes were introduced relating to a phased removal of Members' entitlement to participation in the Local Government Pension Scheme, meaning that savings have resulted in the 2014/15 and 2015/16 financial years, and will do so again in the 2016/17 financial year, on the amount of superannuation contributions that the Council makes. A savings proposal from the Members' Allowances budget in 2016/17 of £28K has been put forward relating to these superannuation savings.
200. As regards the Scheme for 2016/17, officers have not identified any forthcoming changes in the structure or operation of the Council's decision-making arrangements which would require consideration by the Independent Remuneration Panel due to their impact on the structure of the Scheme, and, accordingly, it is recommended that the 2015/16 Scheme be rolled forward unchanged for 2016/17. The Council will be required to reconvene the Independent Remuneration Panel in Autumn/Winter 2016 to undertake a review

of the Scheme to ensure the requirement for the Scheme to be reviewed at least every four years is met.

201. The Council is therefore recommended to agree that the Members' Allowances Scheme for 2013/14 and onwards, approved on 15 May 2013, and implemented for 2014/15 and for 2015/16, be also implemented for 2016/17.
202. The Scheme contains provision for the allowances to be adjusted on an annual basis in line with an agreed index. The index that has been used for many years for applying to the allowances is the average percentage officer pay award in Sheffield, although the Council has agreed not to apply an annual increase each year from 2010/11, including in the last three years when Council employees received a pay rise.
203. Provision of 1% has been built into the Council's revenue budget for 2016/17 towards the costs of the pay award to Council officers in that year. There is provision within the Members' Allowances budget proposed for 2016/17 to accommodate a 1% uplift on the Basic, Special Responsibility (including the Pensions Authority), Childcare and Dependent Carers' and Co-optees allowances, which would cost approximately £14k with on-costs. However, the Administration will be recommending to the Council that, for the 6<sup>th</sup> consecutive year, it agrees not to apply an annual increase to the allowances in 2016/17. The use of the £14k elsewhere in the Council's Revenue Budget for 2016/17 has already been assumed.

## **Equality Impact**

204. Under the Equality Act 2010, as a Council we have a statutory Public Sector Equality Duty to pay due regard to:
  - Eliminating discrimination, harassment and victimisation
  - Advancing equality of opportunity
  - Fostering good relations
205. This is with regard to people who share Protected Characteristics under the Act and those who don't. This means we need to understand the effect of our policies and practices on equality which will involve looking at evidence, engaging with people, staff, service users and others and considering the effect of what we do on the whole community. One of the ways in which we do this as a Council is through conducting Equality Impact Assessments (EIAs).

206. We have undertaken both a corporate EIA on the budget as a whole, as well as individual EIAs on the various proposals that are being recommended as part of the budget. A list of these is available on the Council's website for anyone to request at 'Equality Impact Assessments'.
207. The Council wide EIA and the individual service EIAs on budget proposals that underpin it are focussed on the impact on the protected characteristics set out in the Equality Act 2010. These include age, disability, race, sex, sexual orientation, religion/belief, gender reassignment, and pregnancy & maternity. In Sheffield, we have also decided to assess the impact on other areas such as the voluntary and community sector, poverty, health and wellbeing, carers and cohesion.
208. Decisions will affect different people in different ways. It is possible that the decisions will have a disproportionate impact on some groups in comparison to others, even if this is not the intention. We use the impact assessments to help us identify and avoid any negative unintended consequences of the proposals developed. These could, for example, be disproportionate impacts on different geographic locations, different communities such as disabled people, lone parents, younger or older people or BME communities, as well as the cumulative effect of any decisions made.
209. All budget proposals have undergone an initial impact analysis which was started early in the process to decide whether there was likely to be disproportionate negative impact on different groups of people. Where this was identified as disproportionate (having a medium or high impact) full EIAs were carried out. The impact analysis shapes proposals which do not make it forward into the budget as well as those that do.
210. Inevitably when funding is reducing year on year at the scale and pace that we are experiencing, there will be an impact on the front-line services we deliver and on some of the work we do with groups who share a protected equality characteristic. We have tried to minimise the impact on the most vulnerable and these groups as far as possible, however we have to make some really tough choices.
211. This year the savings we are required to make amount to £50 million, which is on top of the £303 million of savings already made over the past 5 years and this means we are less able to protect frontline services than before.
212. This is particularly relevant in the Communities Portfolio; Adult Social Care was substantially protected in the first 3 years of cuts by having to make fewer

savings than other areas. This means making significant reductions in spending over a short period of time and at a time of increasing demand. Therefore Adult Social Care overall, including learning disability services, will be a challenging area for some time and we will have to make changes to the way we do things to ensure that services are as effective and efficient as they can be. However protecting those in greatest need still remains one of our top priorities this year and is reflected in our budget consultation.

213. These substantial reductions in funding mean that progress on work on equality and fairness is much more focused on ensuring we do not slide backwards and lose ground in existing areas of inequality and ensure we are doing things fairly, which is not necessarily about meeting new demands. To better enable us to do this, we have focused on ensuring proposals are in line with Fairness Commission Principles and our new Tackling Poverty Strategy 2015.
214. Also national policies such as welfare reform are adding to the financial pressures facing some communities and are widening existing inequalities. Overall last year we estimated that over £169m has been taken from the local economy as a result of these welfare reform changes. This equates to £460 per year per every working adult in the city, although this reduction is not spread evenly. These changes are likely to impact on specific groups who already experience inequality such as people on a low income, disabled people, women and young people. For example households with dependent children across the city will experience an average loss of £1,690 per year. This increases for lone parents to an average of just over £2,000 per year.

### **Consultation**

215. As part of the development of options for the 2016/17 budget, the Council ran a budget conversation between November and January that included a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by people who may be affected by decisions taken as part of the budget, and to ensure that they have had an opportunity to put forward other ideas for consideration.
216. In line with our values as an organisation, we have used consultation to inform people about our proposals, provide the opportunity to give feedback, make suggestions and let people know how their feedback has helped to influence our thinking. In this way we have attempted to ensure that our consultation activity is meaningful and appropriate at all times. Our budget consultation activity has had two main strands this year:



- Two large corporate budget conversation events in the Town Hall, supplemented by additional activity, including a survey
- Consultation on particular topics and specific proposals, including meetings with the Voluntary, Community and Faith sectors and Business representatives, that includes informing longer term thinking and Equality Impact Assessments

217. More information about our approach to consulting on the budget proposals can be found in the consultation section of this Revenue Budget Report and in individual service EIAs. The full results of our consultation can be found on the website. <https://www.sheffield.gov.uk/your-city-council/finance/council-budget.html>

The results of consultation activity have been discussed with Members in developing our proposals and in advance of any decision being taken at Cabinet or Full Council, including briefing all relevant Cabinet Members on impact assessments related to proposals in their area of responsibility.

### **Assessment of Impact**

218. Our response to this funding challenge has been firstly to find more efficient ways of delivering our services including through contract renegotiation and working jointly with partners such as the Clinical Commissioning Group. However, the continuing size of the financial challenge means that efficiency savings alone will not enable us to balance our budgets and so we will be continuing to reduce the Council's investment in services next year and in future years.

219. Many of these reductions or changes in provision are in progress or will occur during the next year and we are monitoring the impacts on individuals and groups to ensure that any potential negative impact is reduced as far as possible. Our EIAs are 'live' documents and will be subject to change, as proposals or evidence of impact changes.

### **What do we already know?**

220. As well as consultation evidence, we have used monitoring information we already hold in services to help us identify possible impacts and to help shape and inform the EIA process. To help us identify possible impacts requires an understanding of how the city is made up and the issues people face.

221. The [2011 Census](#), [Sheffield Facts and Figures](#), and [State of Sheffield](#) show:



- Sheffield's population has grown above the national average and the City Region, rising from 513,000 in 2001 to 552,698 at the time of the 2011 census. This is currently projected to increase to around 600,000 by 2020.
- Sheffield is a diverse city and the ethnic profile continues to change, with the proportion of residents classifying themselves as non-white British growing from 11% in 2001 to 19% in 2011. BME adults make up 16% of the population and BME children 29%. The Pakistani community is the largest non-white ethnic group. Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas with high proportions of BME people which tend to correlate with areas of deprivation.
- Sheffield has a higher proportion of its population aged 65 years or over (16.7 % or 85,700 people) than the other English Core Cities. This is projected to increase to 20.4% by 2034, with the largest increase in the number of people aged over 85.
- The age group that has increased the most from 2001 to 2011 is 16 – 24; we now have 16.7% of our population in this group and a further 18.2% under 16. Factors most influencing changing city profile being increasing university students and inward migration of households with young families.
- Sheffield has a geographical pattern of communities that experience differing levels of deprivation and affluence. Generally, the most deprived communities are concentrated in the north and east of the city whilst the most affluent are located in the south and west.
- Rates of unemployment are highest among those with no or few qualifications and skills, those with caring responsibilities, lone parents, those from some ethnic minority groups, older workers and, in particular, young people.
- Residents' incomes are around 10-15% lower than the national average. In addition Sheffield is ranked 6th out of 326 against other Local Authorities for low income.
- Life Expectancy in the city is 78.4 years for men and 82.1 years for women and there are greater numbers of women than men in the city, due to higher life expectancy for women.
- There are over 105,000 adults with a long term limiting illness, equivalent to around 19% of the population, with 9% saying this limits their activity a lot.

- Around 12 % of all households, 28% of over 60's and 24% of dependent children live in households reliant on Housing and/or Council Tax Support. We have 31,552 working age taxpayers who receive council tax support.
- Fuel poverty is slightly higher than the national average in Sheffield at 11% of households, thereby impacting 25,000. This rises to 30% of unemployed households and 25% of lone parent households. However there is also increased polarisation of deprivation with over 25% of small areas now within the least deprived national category. <sup>(1)</sup>
- While the pay gap between men and women has been reducing, there is still evidence that, in general, men are paid more than women; the gender gap in Sheffield is 17.5%. Also the unemployment picture shows gender difference, the male unemployment rate in 2014 was 6.4% (5.8% in GB) but for women this was 9% (5.4% GB total<sup>2</sup>).
- People within some groups can be disproportionately affected by disadvantage and inequality. For example, children are more likely to live in poverty if they are from Black and minority ethnic (BME) family: 52.8% of Somali and 48.3% of Yemeni children in Sheffield are eligible for Free School Meals, compared to 19.9% of all children in poverty in Sheffield<sup>1</sup> and 31.6% of children with Special Educational Needs (SEN) in Sheffield are eligible for Free School Meals compared with 19.9% of all children in Sheffield.<sup>3</sup>
- There are geographic variations in poverty in Sheffield. 125,000 (22%) Sheffield residents live within areas ranked as the most deprived tenth nationally, and 47,000 (8%) live within the least deprived tenth nationally.
- Although the city is becoming healthier for most people, health inequalities across the city remain, and are in some cases widening, in particular older people, the young, some women and some ethnic minority groups. People in the most deprived parts of the city still experience poorer health and die earlier than people living in the rest of the city.

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<sup>1</sup> State of Sheffield 2015

<sup>2</sup> State of Sheffield 2015

<sup>3</sup> SCC, January School Census 2010

## Fairness and Equalities Impact Overview

222. Inevitably when funding has reduced year on year at the scale that we have experienced, there will be an impact on the front-line services we deliver and on some of the work we do with the most vulnerable people in Sheffield, including groups who share a protected equality characteristic. We have tried to minimise the impact on these groups and on front line services as far as possible, however we have to make some really tough choices. We are being guided in these choices by our priorities as outlined and supported in our budget consultation, and these are to:

- operate efficiently as an organisation
- develop solutions for the longer term
- take early preventative action
- focus on people with the greatest need
- work with our communities to deliver services in a different way

223. This year public feedback reconfirmed public support for protecting services for the most vulnerable, particularly Adult and Children's Social Care. Other significant areas that people wanted the Council to concentrate on protecting, now and in the future, included Parks, Housing, Transport & Roads, Education, Employment, and Libraries.

224. Our approach to the budget is summarised in **Portfolio Areas** which correspond to the way in which the Council is structured. Each Portfolio area has been asked to make savings but in line with the Fairness Commission Principles and our Tackling Poverty Strategy. There are a number of key themes that run through the budget proposals in most Portfolio Areas.

- Restructuring and integrating services and teams to increase efficiency and effectiveness
- Developing solutions for the longer term
- Taking preventative action and intervening earlier
- Stopping some functions or activities and working with partners so they can be delivered by others where possible

- 'Managing Employee Reductions' processes to reduce the number of staff employed, especially those in non -frontline and management roles.
- Targeting of resources to target those in greatest need and at risk.
- Helping people to be independent, safe and well, and to make their own choices
- Working with other agencies to avoid duplication, so that people get co-ordinated help and support
- Better value for money in the services we commission or purchase
- Fairer contributions and charges to ensure full cost recovery and as a way to maintain service levels
- Increasing traded services in non-core areas (such as schools)
- Reductions in funding to the Voluntary Community sector in line with reductions to the rest of the Council's budget
- Shifting the focus of public health spend to address the root causes of ill health
- Continuing with changes made in the past year to have full year effect on savings
- Continuing to monitor the impact of changes over the coming year.

225. Furthermore, we will continue to fund a Local Assistance Scheme and to have a Council Tax Support scheme at 23% in spite of Government funding cuts in these areas. We will also mitigate the impact of the 3.99% increase in Council Tax which includes an additional 2% precept to support Adult Social Care, by increasing the Council Tax Hardship Fund in 2016/17 by 33% (£200k).

226. We have looked back at the cumulative impact of changes over the last few years to inform our decision making and found that service transformation, including staff reductions and prioritising those most in need, has been the most effective way to mitigate the negative impact of budget reductions and increased cost pressures, which has informed the decision making process.

227. Overall this year the proposals have the potential to impact negatively in some key areas and service EIAs have sought to mitigate this, however there are also

positive impacts identified which are highlighted. Further details of the impacts are contained in individual service EIAs.

228. Our impact assessments identify and provide mitigations for potential impact in services for younger people, older people, disabled people, BME, women and men, religion and belief, sexual orientation, voluntary community and faith sector, cohesion and financial inclusion/ poverty (there is over representation within this last group of disabled people, carers, young people, some women and some BME communities).

229. **Headline features of the combined Impact Assessment show:**

- There are over 100 EIAs on proposals and the groups most likely to be impacted negatively by individual proposals and cumulatively are disabled people, young and older people, women and individuals and families on a low income.
- Many services are continuing to comprehensively restructure and redesign services and teams and as a result we have saved money on office, technology and staffing levels across the council have reduced. Last year the majority of changes were managed through voluntary severance schemes. In 2016/17 we will be reducing the workforce by approximately 400 further posts. Monitoring from the past year indicates that there has been no disproportionate impact on those who share protected characteristics that are currently under represented in the workforce, and fewer than 40 staff were made compulsory redundant. See workforce implications section below.
- Services are continuing to increase charges where appropriate, to ensure full cost recovery and to continue with the work to apply costs fairly through our Fairer Contributions Policy. However, increasing charges will impact more heavily on individuals and families on a low income.
- Central Government have given local authorities the power to raise additional Council Tax to pay for the increased costs of Adult Social Care. Therefore as part of the proposed budget, it is intended to raise Council Tax by the 2% permitted to offset some of the increased costs of Adult Social Care. This will help us protect those who most need our support, especially older and disabled people.
- We will continue to fund a Local Assistance Scheme and to have a Council Tax Support scheme at 23% despite Government cuts in these areas.

However we will increase Council Tax for only the second time in 5 years by 3.99% (this includes the 2% precept dedicated to support adult social care noted above). This will enable us to continue to protect services to people in greatest need and at risk. As above, we will mitigate the impact of this by increasing the Council Tax Hardship Fund by £200k in 2016/17.

- Public Health spending is integrated throughout the Portfolios. Overall there has been a significant reduction in funding from Central Government so our investment in this area has reduced. In line with what was agreed last year we are reviewing staffing and how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This means that we will save on existing activities including reducing contract and staffing costs and encouraging efficiencies in order to reinvest in other areas.
- Last year saw the start of the new Better Care Fund between the Council and the NHS Clinical Commissioning Group (CCG) to create a combined budget in Adult Social Care to develop joined up services. This approach aims to ensure people get the right care when and where they need it but will also create efficiencies in processes. It focuses on supporting people at home where possible to help increase independence and delay access to Health and Social Care services. The Council currently receives £12.4m of funding via the NHS to meet the costs of providing adult social care. In addition, with effect from April 2015 the Council has pooled its adult social care budget with that of the local CCG.
- We also have a new Learning Disability Commissioning strategy and the project's objectives are to improve outcomes for people with a learning disability, to ensure best value and to achieve savings. As part of this work we are completing all of the reviews that are overdue in the Service to ensure customers have the right level of support in place, in order to help them maximise their independence and meet eligible unmet needs, as well as being value for money.
- When considering the impact on the VCS, the importance of 'social value' is recognised by the 'Best Value' guidance<sup>4</sup>, which was published by the

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<sup>4</sup> <https://www.gov.uk/government/publications/best-value-statutory-guidance--4>

Government in 2011. This states that authorities have a duty<sup>5</sup> to consider the impact of budget reductions on VCF or other organisations that have a 'social value'. The Public Services (Social Value) Act<sup>6</sup> requires us to take social value into consideration when we commission services. In order to do this effectively we will: continue to monitor the impact of changes over the next year, on service changes as well as the knock on effects of reductions on other providers and continue detailed consultation with customers and other stakeholders as specific activities are implemented.

- The Communities portfolio is continuing to invest in Grant Aid to the local voluntary sector. It is proposed that all (apart from one) of the existing Voluntary Sector Grants Fund Funding agreements will be extended for a further 12 months, up to 31st March 2017 (the one organisation that will receive less this year is a deduction to account for an advanced payment last year). The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.
- We will continue to target resources to those most in need and at risk; help people to become more independent; where possible intervene earlier and do more preventative work; get even better value for money from the services we purchase and pursue innovative approaches in service commissioning and design. This relates to both internal and external services.
- We will continue to develop our approach to commercialisation, including pursuing external funding where possible to help invest in innovative services such as setting up the new independent Youth Trust and continuing to develop employment schemes especially aimed at young and disabled people.
- We are proposing to continue with restructures of Council services and are both internalising and externalising services where appropriate (such as the

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<sup>5</sup> The Best Value Statutory Guidance has statutory force and must therefore be taken into account in the exercise of funding decisions. It is issued under section 3(4) Local Government Act 1999 which states that, in deciding how to fulfil its Best Value duty (section 3(1) LGA 1999), local authorities have to take into account guidance issued by the Secretary of State which may cover the form, content and timing of consultations <http://www.ncvo-vol.org.uk/news/civil-society/helping-you-understand-new-best-value-guidance>

<sup>6</sup> <http://www.legislation.gov.uk/ukpga/2012/3>

contract for the managing buildings function being brought back in house and with some care and support services being externalised).

- We will continue to work on getting value for money from our contracts; this is with our major strategic providers but also across Portfolios such as with our advertising contract, housing commissioning, learning disability services and youth services.
- We will continue to work regionally where appropriate to help save costs but also to enable better joined up services for example Adoption, Fostering and Youth Justice.
- The Impact Assessment also highlights some positive implications of budget proposals. Examples include improving the process of assessment and support planning for existing and future social care customers whilst ensuring choice and control over support to meet their eligible needs, and reshaping transport to provide services which promote independence. The Best Start, Better Care Fund and new Youth Trust partnerships in CYPF and Communities portfolios should continue to develop and mean more better targeted and joined up pathways and services. Also, as we restructure services both internally and with external providers there should be clearer and more efficient ways to contact services.

### **Portfolio Area Impact Assessments**

230. Each portfolio has undertaken initial impact analysis on all proposals and where the risk of disproportionate impact has been identified, an in depth impact assessment has then been undertaken, informed by service specific consultation where appropriate.

231. The **Place Portfolio** has completed Budget EIAs on savings totalling £9.5m identified for 2016/17. We have asked our partners Amey, Veolia and South Yorkshire Passenger Transport Executive (SYPTTE) to identify and deliver potential savings on each contract.

232. The budget proposals are a mix of:

- Finding new ways to deliver the services that support the priorities for our Thriving Neighbourhoods & Communities and Strong Economy strategic outcomes.
- Making sure that all of our services are operating as efficiently as possible.



- Reviewing existing charges and introducing new ways of generating income.
  - Changing or reducing service standards and, as a last resort, stopping some activities altogether.
  - Contract negotiations in order to reduce costs
233. Some of the most significant savings are anticipated to come from our strategic partners Amey, Veolia and South Yorkshire Passenger Transport Executive (SYPTE). At present, work with Veolia to achieve savings on the waste contract remains in development. Any potential equalities impacts and mitigation will be identified further as the work progresses. Savings on the Streets Ahead contract will mainly be achieved from performance deductions, refinancing and some contractual changes with little impact on service provision or on staffing.
234. SYPTE are anticipated to put forward potential savings of 10%. The majority of these savings will be non-customer facing through initiatives such as refinancing and efficiencies, although some of this saving will need to be achieved through proposals which, if approved, will directly impact on customers. Any potential equalities impacts and mitigation will be identified further as the work progresses.
235. We have used a range of evidence, such as data and consultation, to identify if there are any differential impacts of proposals and the key areas are:
- The SYPTE proposal to increase child concessionary bus fares from 70p to 80p. This potentially has implications for bus use by younger people, although there is no clear link between bus fares and patronage, with other factors likely to have a significant influence on bus usage.
  - There is a cumulative impact of year on year reduced subsidies on our charitable partners, Museums Sheffield, Sheffield International Venues and Industrial Museums. Although the services continue to be delivered, staffing will be at reduced levels. Any potential leisure or theatre price increases will be minimised for low income users via discount schemes.
  - The Place Public Health budget savings will have a low level impact on health inequalities for those people living in the more deprived areas of Sheffield, where the work tends to be concentrated. The savings also have the potential to impact on some of our Voluntary, Community and Faith partners due to reduced funding. These impacts overall are expected to be low.

- Inflationary increases in fees and charges and greater cost recovery for service provision will continue to have more impact on low income households.
  - The potential impact on the Voluntary, Community and Faith sector regarding a 15% reduction in revenue funding from Parks and Countryside. This funding has been protected for the previous three years however, and proportionally is being cut less than other areas within the Service.
  - The review of Activity Sheffield may impact on financial inclusion, BME groups and on health inequalities as they strategically target their service to those groups and demographic areas with the highest health inequalities. Additionally, the Service has a higher percentage of the BME community accessing its services than the overall BME population levels in Sheffield. When further information is available, detailed plans will need to be drawn up to determine impacts and possible mitigation.
236. A broad range of potential impacts may result from the Portfolio Commercialisation activity. Examples may include (but not be limited to), reviewing charging models for Service provision, changing or reviewing service standards and ceasing activity altogether. Until more specific proposals are drawn up however, the scope and nature of potential impact negative or positive cannot be fully analysed.
237. There are number of workforce related changes such as deletion of vacant posts and a number of voluntary staff reductions and changes. It will be necessary in some areas to use managing employee reduction processes to achieve non-voluntary staff reductions. In both instances, there is the possibility of wider workforce impact through increased workload.
238. The year on year reduction in workforce has had a positive impact on the workforce diversity profile. This has shown steady improvement for majority of characteristics. However, for 16/17 onwards this has been highlighted as a potential issue dependent on the impact of Commercialisation. This will continue to be monitored to manage any mitigation required.
239. The cumulative impacts in Place are in short related to socio economic issues, impacts on partners and staffing. Most of the budget savings have been implemented with no significant equalities impact due to, for example, ongoing subsidies mitigating any potential barriers to increased charging. Key to this process was well planned quality consultation to inform the decisions and also gain the public and partner's input and understanding of the changes required.

240. **Children Young People and Families** have completed budget Equality Impact Assessments (EIA) on savings totalling £5.6m.
241. As well as the pressures of budget reductions required through cuts to our grant, CYPF are seeing a significant and growing demand in areas such as special educational needs, emotional health and wellbeing and poverty. These are set alongside changes in legislation and policy which impact on the way in which we operate and the expectations children, young people and families have of us. These demands and changes in legislation mean a financial pressure of £5.6m across CYPF for 16/17.
242. The strategy to manage the potential impact of our budget proposals enables us to continue to prioritise services that:
- Keep children, young people and families safe, healthy and strong and give every child a great start in life.
  - Develop skills for life and work and encourage active, informed and engaged young people into further education, employment or training.
  - Support schools and children and young people's education in improving the quality of learning outcomes and attainment for all.
  - Business Strategy will continue to generate income from our traded services with schools, in particular across School Meals and Information Communications and Technology support.
243. Within Lifelong Learning Skills and Communities, the proposed savings in youth services are part of the programme of reshaping and rationalisation designed to create a service better equipped to engage with vulnerable young people (14-24) and support them into further learning and work, deliver annual savings, attract external income and anticipate the end of the Sheffield futures contract in 2017 with a view to creating a self-sustaining Youth Trust. Whilst significant, the youth service savings are part of a strategy over several budget rounds that have protected provision to those most in need. In addition, there are some small changes to post funding which will allow us to maintain service levels across the 14-19 service and within Opportunity Sheffield. There is also scope to increase income from traded services.
244. The changes to Public Health in 2016/17 include the first year of a 3 year contract reduction for Health Visiting and School Nursing through a service redesign as well as reductions to the Sexual Health Sheffield contract. This will

see a service remodeling with a view to delivering the hub function from one site instead of two.

245. The Children and Families proposals include:

- An integrated approach between Special Educational Need and Disabilities and Children with Disabilities Teams, with realignment of staffing and a new structure across teams to provide services for families.
- Creating an 18-25 Integrated Transitional Independent Living Provision working across Children's SEN, Children's Social Care and Adult Services.
- Reviewing Early Years Advice and Support function into Best Start Teams.
- A transformed and joint funded multi agency early intervention responding to and mitigating pressures on short breaks and respite.
- Investment in early intervention and prevention and screening teams which will lead to a reduction in total social care caseload across the city. This should reduce pressures on placements, fostering, and adoption. reform grant youth justice grants will be met to enable continuation of provision.

246. There are also a number of workforce related changes, such as the deletion of vacant posts, voluntary staff reductions and changes that arise as a result of service redesign and integration (such as in Early Years Advice and Best Start). It will be therefore be necessary to use managing employee reduction processes to achieve staff reductions. When changes take place we will assess the impact of these changes and take action to mitigate against any negative impacts, including providing staff support.

247. There will also be staffing impacts across providers where we are reducing grants or changing contracts; this will be managed by providers. However the transition from the national minimum wage towards the living wage will see some employees of our providers benefit from an increase in pay as a result.

248. The year on year reduction in workforce has, however, had a positive impact on the workforce diversity profile in CYPF as well as across the Council. These have shown steady improvements for the majority of characteristics in the survey.

249. Overall, wherever possible we have sought to minimise the impact that changes to young people's services will have on young people and their parents/carers. We recognise that some of the children, young people and their families will be

using more than one of the services where there are proposed changes, and they may be affected by this.

250. We recognise that there have been year on year cumulative reductions since 2010, for example to youth services. These have been mitigated and usage data since the start of reductions in 2010/11 highlight an improved take up of youth provision. Equally, other reductions, for example those to the Sexual Health Service, affect multiple characteristics and consultation with the provider through the development of a provider led EIA is part of the mitigation.
251. Our transformational changes, for example with Best Start, will have positive impacts for those in the greatest need which includes some BME groups, women and mitigates against future impacts. Best Start is a multi-agency early intervention service jointly funded, commissioned, and delivered with key partners including schools. This will result in better targeted support and will contribute towards improved outcomes for Sheffield's children, young people and their families in health, in attainment and in safeguarding.
252. In terms of work with the VCF sector, Sheffield Futures is the largest contractor of youth services. The reshaping of Youth Services, which started in 2012, has resulted in shared and more effective management, as well as savings on overheads. The approach protects services to young people as much as possible and the majority of savings have been achieved through reductions in our contract.
253. We are now in the final phase of the 5 year programme to transform youth services and are moving towards the creation of a new model of integrated youth support by establishing an innovative and independent Youth Trust. We will secure external funding and work with the Government to demonstrate how early intervention supports disadvantaged young people.
254. Also, through Best Start there is the potential for greater involvement and a possible greater role in long term locality-based delivery for locally based voluntary, community and faith sectors that are key partners delivering improved outcomes, and who have local knowledge of the area and can help the hardest to reach sections of the community.
255. Overall the savings made have enabled high quality essential intervention and prevention services for the most vulnerable children and families to continue. Last year although we had difficult choices to make, our mitigations and monitoring of impact were effective. Wherever possible we have minimised the impact that the proposed changes on young people's services will have on

- young people and their parents/carers. We recognise that some of the children, young people and their families will be using more than one of the services where there are changes proposed and may therefore be affected by this.
256. There are completed Economic Impact Assessments (EIA) which relate to **Public Health savings** totalling £3.2m. More detail on the use of our Public Health grant is given in the portfolio sections. There are also EIAs for the Director of Public Health Office which mainly cover internal structures and have lower impact. As previously mentioned, there will be a significant reduction in investment in this area to reflect Central Government cuts. This may mean that we will try to save on existing activities in order to reinvest in other areas which have been prioritised.
257. Some of the proposals involve more cost effective delivery and retendering contracts, earlier intervention leading to prevention, or internal restructuring and staff reductions that will have fewer equality impacts. Some of the changes have the potential to impact negatively upon some people who share protected characteristics. However, two of the main areas the changes will support are early years and advice and information so the impact of the overall investment will be positive on the groups within the EIA.
258. In the **Resources Portfolio** there are EIA which cover all budget savings for 2016/17 which total £2.2m. There are EIAs pending Managing Employee Reduction (MER) processes across services such as Commercial Services, Customer Services, HR, and Transport & FM services. EIAs on past MERs have all shown no disproportionate impacts on staff within the portfolio.
259. Over the last few years we have mitigated reductions by:
- Redesigning, restructuring, and integrating services and teams to increase efficiency and effectiveness.
  - Focusing on service support areas resulting in staff reductions and reduced office costs. Only a limited number have had potential equality impacts on our customers.
  - Taking steps to ensure we get the best value for money and quality in our contracts and commissioning.
260. In 16/17 there is a Customer Service and HR proposal which covers the redesign of services, implementation of changes to technology to deliver efficiencies, and the implementation of customer experience strategy. There are

no expected negative impacts from this strategy and in some cases there are positive impacts on certain groups.

261. There are further proposed changes to the financial systems and a continued reduction in office costs. These will have no equality impacts.
262. There are other EIAs which include Council Tax and its support schemes. We are proposing this year to continue to keep the same Council Tax Support (CTS) scheme. The CTS scheme continues to be based on the principles of the old CTB regulations and provides for the maximum financial support being made available to those with the greatest financial need. They protect some of the income of the disabled and of families whilst providing assistance to those people who move off benefits into paid employment. The Council recognises, however, that requiring all working age customers to pay a minimum of 23% of their Council Tax may cause financial hardship amongst some households. Therefore the Council is also proposing to continue to operate the CT Hardship Scheme in 2016/17 in order to continue to offer assistance to the most financially vulnerable households.
263. This year we are also proposing an increase in Council Tax for only the second time in 5 years. We are aware that any increase in Council Tax could have a negative impact on those households who are already struggling financially. However, the provision of Council Tax Support (CTS) backed up by the CTHS will ensure that such an impact is minimised. This now includes an additional 2% to cover part of the funding gap in adult social care. The impacts will continue to be monitored through the EIA process and action plans will be developed to mitigate impacts where appropriate.
264. In the **Communities Portfolio** there are EIAs against the budget savings of £10.23m. Many of the services in this Portfolio, such as Adult Social Care and Public Health are, by definition, providing services to vulnerable, disabled and older people. Savings in this Portfolio therefore have the potential to negatively impact upon those protected groups. However, where there is a risk of negative impact, full EIAs have been carried out and these will be updated regularly to inform the recommendations as part of the development and implementation of proposals.
265. Over the last few years we have:
  - Worked with local people and communities to change how many of our libraries are run.



- Taken steps to ensure we get the best value for money and quality in our contracts and commissioning.
  - Reviewed Social Care support to make sure it meets current needs, is fair, equitable and cost effective.
  - Continued to invest in Grant Aid to the local voluntary sector, and minimise grant reductions across the sector wherever this has been possible.
266. During 2016/17, we will continue to support a range of areas such as library services, the local voluntary sector (through Grant Aid), Council Housing services, Housing Options and Advice, private sector housing standards, housing related support for vulnerable adults and adult social care.
267. Within Adult Social Care we will continue to prioritise those people who need our support and fulfil our statutory obligations. Over recent years we've reviewed hundreds of social care packages. During 2016/17 we will be completing the reviews and reassessments in the Learning Disabilities Service to ensure customers have the right level of support in place, in order to help them maximise their independence and meet their needs, as well as being good value for money.
268. We will continue to take steps to ensure we get the best value for money and quality in our contracts in a number of areas. Key examples of this are the Learning Disabilities Commissioning Project and Public Health contracts.
269. The Learning Disabilities Commissioning Project continues to improve quality and choice for people with a learning disability, and to ensure best value by achieving efficiencies. This area of work sits underneath the overarching 2015-2018 Learning Disabilities Commissioning Strategy. It includes building up alternatives to current short breaks and day provision at more cost effective market rates, and reviewing the high cost private sector placements. This work has been informed by consultation and customer involvement. Proposals relating to tendering and negotiating cost will ensure fairness and equality of funding, and that people will get the most from personal budgets. Although people want improvement in services, we know change (such as change of provider) can create anxiety. Even when change ultimately results in positive outcomes, it can initially be difficult for service users and their families and therefore any transitional arrangements need to be managed carefully and sensitively. When mitigating actions have been put in place, the impact of the project should lead to positive outcomes for people with a learning disability and their carer's.



270. Public Health contracts in Communities will see a reduction in some areas, but the impact of this will be limited due to mitigations such as:
- savings being based on current underuse of services, meaning provision will be maintained at current levels (within the carers respite service) and,
  - savings being part of planned reductions in services that providers were aware of when contracts were let (service provision for people with drug and alcohol misuse problems, which initially included set up costs for new services which is now not required)
271. We are reviewing adult social care reablement so that the service can specifically refocus on reablement. 92% of people using the service are aged 65 or over. In line with the Care Act, all customers with an eligible care need will have their care needs met, but not all customers will access the STIT service. Ensuring the existing charging policy is implemented will bring the approach in line with the adult social care Fairer Charging policy. A full EIA has been completed and will be updated regularly to inform options/recommendations regarding the remodelling of the service. Customer and stakeholder involvement and views will be central to this ongoing work.
272. Actions have been identified to mitigate negative impacts (and there will be some positive outcomes from the review, such as improvements in quality). However, it will not be possible to avoid some negative impacts on disabled people and older people (approximately 92% of people using the service are aged 65 or older). To support this work, the project will need to carefully consider the whole reablement offer in Sheffield, and how (and by whom) different elements of that offer can best be delivered. Customer and stakeholder involvement will be key to this ongoing work.
273. There will be some staff reductions within Communities and we will work towards minimising the impact on direct provision, for example through more joint working (such as by following a multi-disciplinary team approach where possible). There will be an impact on staff individually but appropriate HR practice guidance will be followed, which will ensure that this should not have a disproportionate impact on any group already under represented within the staffing profile.
274. In **Policy, Performance and Communications** there are less than 100 staff overall and there are therefore limited EIAs. These are mainly internal restructures including public health and changes to contracts and they are not likely to have any customer impact.

## **Cumulative impact**

275. We have looked back at the cumulative impact of changes over the last few years to inform our decision making and found that service transformation, including staff reductions and prioritising those in most need, has been the most effective way to mitigate the negative impact of budget reductions and increased cost pressures, which has informed the decision making process.
276. Groups highlighted as impacted across EIAs and all Portfolios are disabled people, older and younger people, women, carer's and people on low incomes. Disabled people, some women such as lone parents and women pensioners, carers, young people and some BME communities who tend to have a lower income and are more likely to be cumulatively impacted.
277. By definition, older people, disabled people, carers and women will be the most impacted by the changes in Adult Social Care. Disabled people will also be affected by the changes in the Learning Disability commissioning Strategy. Young people and parents will be impacted by changes in 'young people' services. Some people who have been previously receiving a service will receive a changed, reduced or no service as we focus on the most in need.
278. We are continuing to work with partners to be more efficient and joined up, such as with the NHS Clinical Commissioning Group towards developing a single pooled budget for Health and Social Care. The changes came into effect in April 2015 and they are helping to mitigate both demand pressures and the cumulative impact.
279. We are continuing to work across the region where appropriate to help save costs and to enable better joined up services.
280. There are year on year reduced subsidies on our charitable partners, however where charges increase, whether for leisure, cultural or other services, this has the potential to increase barriers to participation to individuals and families on a low income, therefore affecting the groups noted above.
281. A further impact across a range of proposals will be the transition from one provider to another, which may include moving from one location to another and these changes have the potential for significant impact on those individuals transitioning. We will take this into account in any changes, undertake risk assessments where necessary and provide support for users and carers.

282. There are again a number of changes to our strategic contract arrangements; our providers where relevant have undertaken consultation and evaluated impact and we have tried where possible to limit impact on front line services.
283. There will be an impact on the workforce across all areas given the amount of internal restructuring as a result of the budget proposals and possible staff reductions of up to a further 400 posts in 2016/17; a significant number of workforce EIAs are ongoing and a Council wide Managing Employee Reductions (MER) EIA has been completed. Over the last few years changes to staffing has resulted in a positive impact on workforce diversity.
284. It is difficult to quantify the cumulative level of impact although mitigations have been highlighted in all EIAs. External factors, such as welfare reform, are also impacting negatively on some of the same groups for example disabled people, carers, young and older people and women.
285. We will as a Council not invest or provide services in as many areas as we did before the reductions started 5 years ago. Services are targeting those in greatest need and those at risk but that does mean that there is reduced universal provision. We are however remaining proactive in intervening earlier to save costs later, such as Best Start, and will maintain our apprenticeship and employability schemes.

### **Managing Impact: Mitigation**

286. Our overall approach as noted above is to protect services for those in greatest need and at risk where possible, develop preventive solutions for the longer term, and to change how we manage and deliver services to make savings. This will have an impact on what the Council can continue to deliver.
287. The year on year reductions and the scale of the savings required mean there will be impacts upon vulnerable groups that share protected characteristics. Most impacts relate to age (both younger and older people), disabled people, women and people on low incomes. In all of these areas some mitigating actions have been identified and will be implemented as part of EIA action plans. For example:
- All proposals have been assessed in line with the Fairness Commission Principles and to take into account the new 2015 Tackling Poverty Strategy.

- Working with external providers to achieve savings in our large contracts and to achieve this as much as possible through non front line service functions.
- Working with partners to encourage the private sector to support activities and events to promote Sheffield.
- Working to increase our income through fees and charges, full cost recovery, and increased trading of our services, for example with schools to help keep non-core services.
- Continuing where possible with successful schemes from last year that impacted positively such as the apprenticeship schemes and employability programmes.
- Investing in prevention and delivering targeted support for those most vulnerable or at risk such as in our Best Start programmes.
- Following the library review, continuing to invest in local community groups to maintain non- council run libraries.
- Continuing to encourage people to be independent, safe and well in both children and adult social care, such as through direct payments, and to continue to reduce reliance on expensive provision outside of Sheffield.
- Reviewing care and support arrangements and re tendering services where applicable to ensure fair contributions and value for money.
- Working in partnership with the NHS Clinical Commissioning Group developing a single pooled budget for health and social care under the Better Care Fund to provide more efficient and joined up services.
- Restructuring management and services to increase efficiencies and create simpler routes of public access. For example in customer services, Youth Services, Early Years Advice and Best Start teams, Special Educational Need and Disabilities and Children with Disabilities Teams, and the creation of an 18-25 Integrated Transitional Independent Living Provision working across Children's SEN, Children's Social Care and Adult Services.
- Continued regionalisation of services where appropriate, such as youth justice.

- Continuing to invest £30 million in Public Health but shifting the focus to address the root causes of ill health to help reduce health inequalities.
- Continuing to invest in the Voluntary and Community Sector through Grant Aid across the Council.

288. Although there are very difficult choices, our impact assessments illustrate our approach to fairness principles and to mitigate negative impacts where possible. Through our 'live' EIA process we will be monitoring closely any adverse equality impacts as reductions and changes in provision occur during the next year.

### **Human Resources Equality Impact Overview**

289. In all Portfolio areas many of the budget proposals involve staff efficiency savings including service restructuring, a reduction in management costs by deleting vacancies, reviewing agency staff, and managing employee reductions through voluntary early retirement and severance. Across the Council we have reduced management costs, minimised redundancies by using the talent pool, and reduced the impact on frontline staff where appropriate. Unfortunately there may still also be compulsory redundancies in some areas, although this was limited to fewer than 40 last year.

290. We have also promoted employee led measures such as voluntary reductions in hours, career breaks and annual leave purchase schemes. We are committed to continue to pay a 'Living Wage' to Council employees and to extend this to our contracted providers where possible.

291. The council believes that the composition, skills and commitment of the workforce are vital factors in our ability to deliver effective, efficient responsive and personalised services. We continue to monitor workforce issues, and are aware of the need to address:

- The degree of occupational segregation within the workforce such as a high proportion of women in the Communities and Children and Young People and Families workforces and a high percentage of men in the Place portfolio.
- Under-representation of disabled, BME and lesbian, gay, bisexual and trans (LGBT) people in the workforce, especially for women, disabled and BME staff at Chief Officer and senior levels.

292. Given the amount of internal restructuring as a result of the budget proposals, other drivers and possible staff reductions of up to a further 400 posts in 2016/17, a significant number of workforce EIAs within Portfolios have been done and a Council wide Managing Employee Reductions (MER) EIA has been completed.
293. These show possible changes to the diversity of the workforce as a result of staff restructuring and MERs required from some of the budget proposals. It is not yet possible at this stage to predict the precise impact of these processes upon workforce diversity as this can only be known later in the year as the schemes are all worked through. Last year's monitoring of the MER and VER/VS schemes showed no negative disproportionate impact on people who share a protected characteristic and had positive impacts in line with our workforce diversity strategy. See the corporate MER EIA for full details.
294. We will continue to work within our current policies and procedures, which promote workforce diversity to reflect the demographics of the city. We are also working with managers, staff and trade unions to ensure the workforce is viable and appropriate to the council's future operating and service needs, with a balance of skills and experience.
295. Workforce related Impact Assessments are periodically updated and have, for example, been undertaken as part of MER including Voluntary Early Retirement (VER) and Voluntary Severance (VS), and the Pay Strategy.

## Recommendations

296. Members are recommended:
- a) To approve a net Revenue Budget for 2016/17 amounting to £406.492m;
  - b) To approve a Band D equivalent Council Tax of £1,360.48 for City Council services, i.e. an increase of 3.99% (1.99% City Council increase and 2% national arrangement for the social care precept);
  - c) To approve the Revenue Budget allocations and Budget Implementation Plans for each of the services, as set out in **Appendix 2**;
  - d) To note that, based on the estimated expenditure level set out in **Appendix 3** to this report, the amounts shown in part B of **Appendix 6** would be

calculated by the City Council for the year 2016/17, in accordance with sections 32 to 36 of the Local Government Finance Act 1992;

- e) To note that the section 151 officer has reviewed the robustness of the estimates and the adequacy of the proposed financial reserves, in accordance with Part 2 of the Local Government Act 2003. Further details can be found in **Appendix 4**.
- f) To note the information on the precepts issued by the South Yorkshire Police Authority and the South Yorkshire Fire and Civil Defence Authority, together with the impact of these on the overall amount of Council Tax to be charged in the City Council's area.
- g) To approve the proposed amount of compensation to Parish Councils for the loss of council tax income in 2016/17 at the levels shown in the table below paragraph 168;
- h) To note the latest 2015/16 budget monitoring position;
- i) To approve the Treasury Management and Annual Investment Strategies set out in **Appendix 7** and the recommendations contained therein;
- j) To approve the Minimum Revenue Provision (MRP) Statement set out in **Appendix 7**;
- k) To agree that authority be delegated to the Director of Finance to undertake Treasury Management activity, to create and amend appropriate Treasury Management Practice Statements and to report on the operation of Treasury Management activity on the terms set out in these documents;
- l) To agree that the Members' Allowances Scheme for 2013/14 and onwards, approved on 15 May 2013, and implemented for 2014/15 and 2015/16, be also implemented for 2016/17.
- m) To approve foregoing an annual increase in the Members' allowances in 2016/17.
- n) To approve a Pay Policy for 2016/17 as set out in **Appendix 8**.
- o) To agree that authority be delegated to the Director of Public Health and the Executive Director of Resources, in consultation with the Cabinet Member for Finance, to approve the final allocation of Public Health grant to portfolios in 2016/17.

- p) To agree that authority be delegated to the Executive Director of Communities to set – subject to budgetary constraints – a framework of care home & home care fee increases with effect from 1 April 2016.

John Mothersole  
**Chief Executive**

Eugene Walker  
**Interim Executive Director, Resources**

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Portfolio Pressures

Appendix 1

	Loss of funding £'000	Increasing demand on services £'000	Pay & price inflation £'000	Legislative changes £'000	Total £'000
<b>Communities</b>					
Shortfall in funding to support Independent Living Fund (ILF) users	2,700				
Increase in demand for adult social care services due to demographic changes.		513			
Increase in demand for Social Workers		200			
Cost of the 1% National Pay Award for 2016/17			400		
Increase in Care Home Fees			234		
Contract Cost Pressures			2,658		
Costs arising from the Deprivation of Liberty Safeguards legislation				500	
<b>Communities Total</b>	<b>2,700</b>	<b>713</b>	<b>3,292</b>	<b>500</b>	<b>7,205</b>
<b>CYPF</b>					
Loss of Training Unit funding from Education Funding Agency (EFA)	160				
Reduced grant allocation in the Successful Families programme	700				
Reduction in Education Services Grant (ESG)	500				
Reduction of transitional funding	333				
Adoption Reform Grant Cessation	300				
Youth Justice Grant Reduction	140				
Field social work requirement due to service demand		1,500			
Increase in demand for direct payments and short breaks		300			
Additional demand on placements		240			
Cost of the 1% National Pay Award for 2016/17			590		
Fostering inflationary pressures			80		
Staying Put agenda - Children & Families Act 2014				300	
Contract Cost Pressures			500		
<b>CYPF Total</b>	<b>2,133</b>	<b>2,040</b>	<b>1,170</b>	<b>300</b>	<b>5,643</b>
<b>Place</b>					
Loss of funding in South Yorkshire Forest	62				
Vacant property management costs	150				
Reduction in Sustainable Development grant & Markets income	137				
Provision for planned budget savings now at risk in Streets Ahead	4,683				
Provision to cover falling recycled material prices	400				
Reduction in fee income offset by staff saving	39				
Provision for planned budget savings now at risk in waste management	2,552				
Shortfall in funding for current staffing establishment	438				
No General Fund for Marketing Sheffield	119				
Provision for costs associated with enforcement operations in the Environmental Regulation service		150			
Increase in waste volumes and increased households		550			
Revised blue bin contract price (£350k) within the waste management service			350		
Cost of the 1% National Pay Award for 2016/17			370		
Provision for inflation on energy and rent/rates bills			172		
Provision for inflation on waste management contract			330		
<b>Place Total</b>	<b>8,580</b>	<b>700</b>	<b>1,222</b>	<b>0</b>	<b>10,502</b>
<b>PPC</b>					
Cost of the 1% National Pay Award for 2016/17			32		
Cost of implementing Individual Electoral Registration system				100	
<b>PPC Total</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>100</b>	<b>132</b>
<b>Resources</b>					
Loss of income from schools bursar service	30				
Loss of income from other portfolios as a result of changing activity and demand	670				
Income shortfall in contract management	114				
Increased annual maintenance charges for AIM income system			25		
Cost of the 1% National Pay Award for 2016/17			322		
<b>Resources Total</b>	<b>814</b>	<b>0</b>	<b>347</b>	<b>0</b>	<b>1,161</b>
<b>Grand Total</b>	<b>14,227</b>	<b>3,453</b>	<b>6,063</b>	<b>900</b>	<b>24,643</b>



# Children Young People and Families

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
<b><u>BUSINESS STRATEGY</u></b>			
Capacity Planning and Development	3,438	3,438	0
Organisational Development	3,526	3,520	6
Strategic Support Services	200,172	201,288	-1,117
Information Systems	2,059	2,125	-66
Contract Services	23,500	20,713	2,788
Resources Support Services	33,729	33,081	648
	<u>266,424</u>	<u>264,165</u>	<u>2,259</u>
<b><u>CHILDREN &amp; FAMILIES</u></b>			
Prevention and Early Intervention	12,583	7,387	5,196
Fieldwork Services	18,096	1,145	16,950
Health Strategy	3,228	442	2,786
Learning Difficulties and Disabilities	1,672	130	1,542
Policy and Service Improvement	534	108	426
Provider Services	13,146	5,143	8,003
Safeguarding Children	2,556	1,225	1,331
Placements	23,783	2,142	21,641
	<u>75,598</u>	<u>17,722</u>	<u>57,875</u>
<b><u>INCLUSION &amp; LEARNING SERVICES</u></b>			
Access & Pupil Services	4,979	5,069	-91
Learning & Achievement Services	1,966	1,966	0
Inclusion & Targeted Services	12,964	12,964	0
Children's Commissioning Unit	2,429	2,429	0
Children's Public Health	11,571	11,571	0
	<u>33,909</u>	<u>33,999</u>	<u>-91</u>
<b><u>LIFELONG LEARNING SKILLS &amp; COMMUNITIES</u></b>			
Employment and Skills	8,304	6,905	1,399
Family and Community Learning	9,895	9,828	66
Performance & Partnerships	1,196	1,115	82
14-24 Partnership	1,895	1,825	70
Strategic Support	1,563	857	707
Youth	4,955	898	4,057
	<u>27,808</u>	<u>21,428</u>	<u>6,381</u>
	<b>403,739</b>	<b>337,314</b>	<b>66,424</b>



Directorate	CYPF
Service	BUSINESS STRATEGY - CYPF
Planning Entity	CAPACITY PLANNING & DEVELOPMENT (Division)

Description of core purpose of Planning Entity	Revenue contribution to property and maintenance costs for schools.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,438	(3,438)	-		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1
Activity	SCHOOLS PREMISES
Description	Revenue contribution to property and maintenance costs for schools.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		3,438	3,438	(3,438)	-

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	CYPF
Service	BUSINESS STRATEGY - CYPF
Planning Entity	ORGANISATIONAL DEVELOPMENT (Division)

Description of core purpose of Planning Entity	This relates to early retirement, redundancy costs and trade union duties in schools, as well as the cost of schools' Human Resources Service.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,526	(3,520)	6		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	BUSINESS DEV & SCHOOL DELIVERY					
Description	This reflects the corporate recharges to schools in relation to human resources services to Schools and is funded from the dedicated schools grant					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	147	147	(147)	-

Line	A3					
Activity	STAFF COSTS					
Description	This relates to the cost of school staff retiring early, the cost of redundancies in schools.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	8	3,371	3,379	(3,373)	6

### Section 2: Pressures (Form Es) - None Identified

### Section 4: Public Health Investments (None Identified)

### Section 5: Public Health Savings (None Identified)

Directorate	CYPF
Service	BUSINESS STRATEGY - CYPF
Planning Entity	STRATEGIC SUPPORT SERVICES (Division)

Description of core purpose of Planning Entity	This budget contains funding for Sheffield's 170 schools, together with schools contingency funding, sickness and maternity insurance schemes and support for schools educational initiatives.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	200,172	(201,288)	(1,117)		0.00
Total Savings Made			(500)		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	FINANCIAL SUPPORT SERVICES				
Description	Sickness Insurance scheme for schools funded by contribution paid by schools.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	2,725	2,725	(2,725)	-

Line	A2				
Activity	PENSION & LEGAL FEES				
Description	This budget contains schools contingency funding and traded services with schools.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	1,321	1,321	(1,104)	217

Line	A3				
Activity	SCHOOLS CONTINGENCY				
Description	The Schools Contingency Fund consists of resources set aside from the delegated schools budget, with the agreement of schools and Schools Forum, for specific purposes linked to limited term school related projects. Also includes Capital Commissioning which identifies CYPF capital priorities across schools, early years, children's homes and youth centres, It then commissions the build or maintenance solution from Property and Facilities management.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	87	196,038	196,125	(197,459)	(1,334)



Directorate	CYPF
Service	BUSINESS STRATEGY - CYPF
Planning Entity	STRATEGIC SUPPORT SERVICES (Division)

**Section 2: Summary of Pressures (Form Es)**

Line	E1				
Activity	Loss of Funding/Income				
Description	A risk of reduced Education Services Grant (ESG) as schools convert to academies.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	500	500

**Section 3: Summary of Savings**

Line	B1				
Activity	Loss of Funding transferred to Academies - ESG				
Description	Revised projection in line with the expected progress of academisaton.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(500)	(500)	-	(500)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	CYPF
Service	BUSINESS STRATEGY - CYPF
Planning Entity	INFORMATION SYSTEMS (Division)

Description of core purpose of Planning Entity	This service provides information technology infrastructure and support to the Children, Young People and Families Portfolio (CYPF). It also supports the infrastructure that Sheffield Schools and Academies rely on, ensuring information flow between schools and Local Authority. Information Strategy and Governance is managed through the service.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,059	(2,125)	(66)		25.20
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	ICT CONTRACT				
Description	This service provides information technology infrastructure and support to the Portfolio.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	80	80	(318)	(238)

Line	A2				
Activity	MANAGEMENT INFORMATION				
Description	The service includes support for Schools' Management Information Systems, enabling recording of attendance, performance and assessment data. School's Broadband service including Internet filtering is provided. The Service manages the key systems that support each function of the portfolio from Social Care to education services. The Portfolio Information Strategy and Business Planning is supported by the development programmes and project team.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
25.20	996	983	1,979	(1,807)	173

### Section 2: Pressures (Form Es) - None Identified

### Section 4: Public Health Investments (None Identified)

### Section 5: Public Health Savings (None Identified)

Directorate	CYPF
Service	BUSINESS STRATEGY - CYPF
Planning Entity	CONTRACT SERVICES (Division)

Description of core purpose of Planning Entity	Contract Services provides the Schools Food Service (SFS), Emergency Planning and Business Continuity. The SEND Home to School Transport budget is managed and Independent Travel Training is provided under Contract Services.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	23,500	(20,713)	2,788		15.20
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1					
Activity	CONTRACT SERVICES					
Description	<p>Contract Services provides the Schools Food Service (SFS) together with Emergency Planning, Business Continuity and Independent Travel Training. The SFS provides strategic support and advice to schools on catering and client and contract management of the Sheffield Central Schools Catering Contract. Emergency Planning and Business Continuity arrangements are managed on behalf of the Portfolio, working closely with the corporate team.</p> <p>Transportation from home to school is commissioned for students with Special Educational Needs and Disabilities. Home to school travel passes are also commissioned from SYPT. The Independent Travel Training and Assessment team work with children and young people with Special Educational Needs, who have the potential to be trained to travel independently, to and from their educational settings, rather than having to travel via taxis or minibus.</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	15.20	494	23,007	23,500	(20,713)	2,788

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	CYPF
Service	BUSINESS STRATEGY - CYPF
Planning Entity	RESOURCES SUPPORT SERVICES (Division)

Description of core purpose of Planning Entity	This area delivers Business Strategy Support Services, Advice and Conciliation, External Funding , income from the 3rd party use of property and insurance cost of property and other cover including employee liability cover.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	33,729	(33,081)	648	28.20
Total Savings Made			(114)	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CENTRAL SUPP COSTS (INC SLAS)					
Description	This area delivers Business Strategy Support Services, Advice and Conciliation, Free Entitlement Funding for 2, 3 and 4 year olds, school income for the mandatory and contents insurance and other cover including employee liability.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	28.20	1,521	30,561	32,081	(32,304)	(223)

Line	A2					
Activity	PENSIONS					
Description	Pensions and Early Retirement - Contribution to early retirement fixed cost of pension for school staff.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	1,647	1	1,648	(777)	871

### Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Cost of 1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	32	-	32	-	32

Directorate	CYPF
Service	BUSINESS STRATEGY - CYPF
Planning Entity	RESOURCES SUPPORT SERVICES (Division)

**Section 3: Summary of Savings**

Line	B1				
Activity	Reductions in Running Costs (Business Strategy)				
Description	Pay award pressure funded through reductions in running costs across the service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(32)	(32)	-	(32)

Line	B2				
Activity	FYE of restructure/Uptake of Primary meals				
Description	Full year effect of last year's restructure and increased traded income for supporting the Schools Meals Service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(45)	-	(45)	(37)	(82)

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	PREVENTION & EARLY INTERVENTIO (Division)

Description of core purpose of Planning Entity	Providing intensive family projects, working with children on the edge of care, supporting families to achieve their full potential. Working in partnership to ensure families receive effective support, preventing families needing to progress to more intensive statutory services eg Social Care or Child & Adolescent Mental Health Services. Multi Agency Support Teams work to eradicate social exclusion, improve health/wellbeing, address antisocial behaviour for those children and young people at risk
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	12,583	(7,387)	5,196		302.30
Total Savings Made			(1,300)		2.60

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A2				
Activity	PREVENTION AND EARLY INTERVENT				
Description	Responsible for the commissioning and monitoring of citywide early help contracts supports children and families. Responsible for the delivery of children's centre activity across the city. Early Years Best Start and Multi Agency Support Teams work with families to provide whole household advice and support on a range of targeted activities which support the successful families programme and the service ethos of one family, one worker, one plan. A key method of our evidenced based practice is delivered through parenting programmes. Responsible for the commissioning and monitoring of citywide early help contracts supports children and families. The strategy team help develop service delivery through strategic direction and support to individual service development projects. They provide challenge and monitor performance throughout the service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
302.30	9,705	2,879	12,583	(7,387)	5,196

### Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Pressure arising from reduced grant allocation in phase 2 of the Successful Families programme.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	700	700

Line	E2				
Activity	Inflation				
Description	Cost of 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	78	-	78	-	78

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	PREVENTION & EARLY INTERVENTIO (Division)

**Section 3: Summary of Savings**

Line		B1			
Activity		Strengthening Families BSF Grant Re-profiling			
Description		Re-profiling Phases 1 and 2 of the Building Successful Families Grant.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(700)	(700)	-	(700)

Line		B2			
Activity		Strengthening Families - Early Intervention			
Description		Increased joint investment with CCG and other health colleagues in early intervention and prevention strategy to reduce cost within high end social care services.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(500)	(500)

Line		B3			
Activity		Best Start Strategy			
Description		Review and integration of Early Years Advice and Support function into Best Start Teams.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.60	(100)	-	(100)	-	(100)

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	FIELDWORK SERVICES (Division)

Description of core purpose of Planning Entity	Works with families in crisis to prevent breakdown, statutory responsibility around legal orders, child protection keyworkers. Courts impose contact requirements on service for Children in Care during and after proceedings. Hospital Social Work Team covers Jessop's and the Children's Hospital working with pregnant mothers to undertake pre-birth assessments and formulate appropriate plans. Responsible for social worker/young person advisors for looked after children and Care Leavers.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	18,096	(1,145)	16,950	328.60
Total Savings Made			(675)	15.50

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1				
Activity	ASYLUM				
Description	Responsibility for social worker and support worker for Unaccompanied Asylum Seeker Children (UASC) involves supporting and planning UASC through the asylum processes and appeals processes in tribunals and courts; working to asylum legislation and care leavers legislation. Strong operational and strategic relationships with United Kingdom Border Agency and reports through an elected members group. An internal review panel operates to track all cases and keep plan tight within timescales; and linkage with the Immigration Panel.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	250	250	(94)	156

Line	A2				
Activity	CENTRAL MGT & BUSINESS SUPP				
Description	Central Management and Business Support Service consists mainly of the staffing costs supporting the Fieldwork and Fostering and Adoption services. This activity includes business support and business support Management and the administrative running costs of Fieldwork and Fostering and Adoption services. Supporting Fieldwork and Provider services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
93.80	2,066	318	2,384	(13)	2,371



Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	FIELDWORK SERVICES (Division)

Line	A3				
Activity	FIELDWORK STRATEGY				
Description	<p>Contract for services to work with families in crisis to prevent breakdown. Intensive support &amp; counseling around substance abuse.</p> <p>Cost of proceedings including court fees and third party experts.</p> <p>Contact Contracts is demand led as courts impose contact requirement on service for children in care.</p> <p>We work with an intensive programme to keep 11+ at home reducing care and custody numbers.</p> <p>Implementation and development of a service record management system</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.10	585	2,934	3,519	(857)	2,662

Line	A4				
Activity	OUT OF HOURS, HOSPITALS & PROJ				
Description	<p>Work with pregnant mothers with their first child or who have none of their previous children living at home to undertake pre-birth assessments and formulate appropriate plans. Referrals from the Children's Hospital on children admitted or identified through Accident and Emergency or wards who are not currently allocated to Social Care for assessment and possible longer term work.</p> <p>The Emergency Duty Service operates links to the 101 Shared Service to receive referrals from Social Care, the general public and other agencies where there is concern about a child's welfare where there is a need for an immediate response as a result of significant harm or the risk of family breakdown.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.10	256	38	294	-	294

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	FIELDWORK SERVICES (Division)

Line	A5				
Activity	PERMANENCE & THROUGH-CARE				
Description	Provides social worker/support worker services for Looked After Children (LAC) and Care Leavers and planning and commissioning of services, where decision is for them to remain in care. The age range covers 5 to 25 years, planning for transitions to young adulthood with a wide ranging and varied network of partnerships ; Inclusion and Learning Service and Lifelong Learning and Skills Service; fostering; residential; and private providers of 16 plus accommodation; universities; Further Education colleges, Multi-agency service with midwives; dentist drop-in; apprenticeships; mental health; Multi Agency Psychological Service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
42.10	1,892	1,082	2,974	(151)	2,823

Line	A6				
Activity	SERVICE AREA EAST				
Description	The team is made up of a screening service and the long term teams and include Senior Fieldwork Managers, Social Workers, Support Workers, Practice Teachers and Approved Social Worker Professionals. The types of the assessment/work undertaken include : Children in need - assessing and supporting families and their children. Child Protection - a plan is required in order that children are safeguarded. Looked After Children - either permanency care or further assessment to assess whether children can return home. Children subject to Court Orders or Directives : e.g. section 7 and section 37 of the Children's Act 1989. Families that have no recourse to public funds, unaccompanied asylum seekers, homeless 17-18 year olds, adoption for children.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
63.20	2,410	464	2,874	-	2,874

Line	A7				
Activity	SERVICE AREA NORTH				
Description	The team is made up of a screening service and the long term teams and include Senior Fieldwork Managers, Social Workers, Support Workers, Practice Teachers and Approved Social Worker Professionals. The types of the assessment/work undertaken include : Children in need - assessing and supporting families and their children. Child Protection - a plan is required in order that children are safeguarded. Looked After Children - either permanency care or further assessment to assess whether children can return home. Children subject to Court Orders or Directives : e.g. section 7 and section 37 of the Children's Act 1989. Families that have no recourse to public funds, unaccompanied asylum seekers, homeless 17-18 year olds, adoption for children.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
62.90	2,805	493	3,298	-	3,298

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	FIELDWORK SERVICES (Division)

Line	A8					
Activity	SERVICE AREA WEST					
Description	The team is made up of a screening service and the long term teams and include Senior Fieldwork Managers, Social Workers, Support Workers, Practice Teachers and Approved Social Worker Professionals. The types of the assessment/work undertaken include : Children in need - assessing and supporting families and their children. Child Protection - a plan is required in order that children are safeguarded. Looked After Children - either permanency care or further assessment to assess whether children can return home. Children subject to Court Orders or Directives : e.g. section 7 and section 37 of the Children's Act 1989. Families that have no recourse to public funds, unaccompanied asylum seekers, homeless 17-18 year olds, adoption for children.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	52.40	2,142	359	2,501	(30)	2,471

**Section 2: Summary of Pressures (Form Es)**

Line	E1					
Activity	Demand					
Description	Field social work requirement due to service demand					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	1,500	-	1,500	-	1,500

Line	E2					
Activity	Inflation					
Description	Cost of 1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		149	-	149	-	149

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	FIELDWORK SERVICES (Division)

**Section 3: Summary of Savings**

Line	B1				
Activity	Field social work requirement				
Description	Reducing caseloads as a result of investment in 11 FTE early intervention and prevention and screening posts, leading to a reduction of 21 FTE social workers.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11.00	(450)	-	(450)	-	(450)

Line	B4				
Activity	Reorganisation of Transition and CWD Services				
Description	A merger of two teams to provide integrated and improved services.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.50	(225)	-	(225)	-	(225)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	HEALTH STRATEGY (Division)

Description of core purpose of Planning Entity	This service oversees joint commissioning with NHS colleagues of some healthcare and public health services for vulnerable young people and families, primarily substance misuse prevention and treatment services for under 18s, and some sexual health services.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,228	(442)	2,786		10.30
Total Savings Made			(150)		0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A2					
Activity	STRATEGY AND PARTNERSHIP SERVI					
Description	Provision of a statutory service providing impartial advice & guidance for parents of children with Special Educational Needs (SEN)  Staffing and associated costs attributed to the implementation of Learning Difficulties and Disabilities (LDD) Strategy  Development of short breaks : increasing access, workforce development provider development, commissioning services based on identified gaps.  Reducing barriers associated with disabled children's access to childcare  Young Carers contract and Direct Payments  Social care's contribution to the multi agency information and SIGN (Sheffield Information Giving Network)					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	10.30	507	2,721	3,228	(442)	2,786

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	HEALTH STRATEGY (Division)

**Section 2: Summary of Pressures (Form Es)**

Line	E1				
Activity	Demand				
Description	Demand is increasing for direct payments and short breaks.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	300	300	-	300

Line	E2				
Activity	Inflation				
Description	Cost of 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	5	-	5	-	5

**Section 3: Summary of Savings**

Line	B1				
Activity	Direct Payments and Short Breaks increasing demand				
Description	Implementation of the current Short Breaks Review.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(150)	(150)	-	(150)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	LDD (Division)

Description of core purpose of Planning Entity	This area provides a number of services including a regional resource for children diagnosed with cancer, children with disabilities and practical support for families to support disabled children in a home setting. Provides social work assessment processes and specialist support based on needs.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,672	(130)	1,542	40.30
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CHILDREN WITH DISABILITIES				
Description	This area provides a number of services including support for children diagnosed with cancer, children with disabilities and practical support for families to support disabled children in a home setting				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
40.30	1,400	271	1,672	(130)	1,542

### Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Cost of 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	14	-	14	-	14

### Section 4: Public Health Investments (None Identified)

### Section 5: Public Health Savings (None Identified)

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	POLICY & SERVICE IMPROVEMENT (Division)

Description of core purpose of Planning Entity	<p>Improve outcomes for children and families by:</p> <ul style="list-style-type: none"> <li>• Ofsted Inspection preparation</li> <li>• Establishing and maintaining policies &amp; procedures that ensure statutory compliance</li> <li>• Leading &amp; delivering the social work Recruitment and Retention Strategy</li> <li>• Disseminating research evidence to practitioners and managers</li> <li>• Supporting service delivery of information systems e.g. Information Communication Systems, CareFirst</li> <li>• Undertaking reports required as part of Serious Case Review process</li> </ul>
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	534	(108)	426		7.40
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	POLICY & SERVICE IMPROVEMENT					
Description	<p>Improve outcomes for children and their families by enabling quality service improvement :</p> <p>Ensuring the delivery of service improvement</p> <p>Ofsted Inspection preparation</p> <p>Establishing and maintaining policies and procedures that ensure compliance with statutory requirements</p> <p>Leading and delivering the social work Recruitment and Retention Strategy</p> <p>Disseminating research evidence to practitioners and managers</p> <p>Supporting the service delivery of information systems e.g. CareFirst</p> <p>Undertaking the reports required as part of the Serious Case Review process</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	7.40	349	185	534	(108)	426

### Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Cost of 1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	3	-	3	-	3



Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	POLICY & SERVICE IMPROVEMENT (Division)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	PROVIDER SERVICES (Division)

Description of core purpose of Planning Entity	<p>The Provider Service mission statement is to deliver, monitor and provide the highest quality placements and complimentary services that will endeavour to meet specific assessed needs of children and young people within Sheffield.</p> <p>Service is responsible for the recruitment, preparation and assessment of prospective parents and their support once a child is in placement. Provides secure accommodation via Aldine House which is a safe caring environment. Funds service and strategic commissioning for children and young people's emotional health and wellbeing and short break care for children with disabilities in Sheffield.</p>
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	13,146	(5,143)	8,003	249.60
Total Savings Made			(573)	4.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1					
Activity	ADOPTION					
Description	<p>Responsible for the recruitment, preparation and assessment of prospective adoptive parents, and their support once a child is in placement, and for searching for a suitable adoptive placement that will meet most of the child's needs, for all Sheffield children with an agreed plan of adoption. The service offers support to adoptive families post placement and post Adoption Order including a wide range of support groups. We also offer support to birth families and adopted adults, including assistance with access to adoption records and counselling. We facilitate the 'letterbox exchange scheme' which assists contact between birth families and adopted children. The service is responsible for administering and reviewing all Residence Order and Special Guardianship Order payments and for undertaking non-agency adoption assessments and providing reports to the Court</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	26.30	936	922	1,857	(547)	1,311

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	PROVIDER SERVICES (Division)

Line	A2				
Activity	CHILDRENS RESIDENTIAL HOMES				
Description	<p>We provide residential care for Looked After Children and short break care for children with disabilities in Sheffield in compliance with Children homes regulation 2011</p> <p>We provide care for young people in 5 directly managed mainstream homes and care for and support young people and their families in three directly managed short break care homes.</p> <p>We aspire to provide high quality care for all young people in residential settings; based in thriving communities with opportunities to improve quality of life, life chances and achieve outcomes which meet or exceed national minimum standards.</p> <p>We aim to achieve positive outcomes for children and young people by working in collaboration with parents, carers, and internal and external partnership agencies.</p> <p>Our homes aspire to meet the needs of individual young people within a caring family setting.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
148.40	6,136	1,044	7,180	(2,837)	4,344

Line	A3				
Activity	FOSTERING				
Description	<p>The Fostering Service has to comply with a number of statutory guidelines including Fostering Service, National Minimum Standards and Regulations 2011. The Fostering Service: recruits, trains and approves a high quality cohort of foster carers; retains high quality foster carers; provides placement choice for children who need looking after by the local authority; ensures that best value for money principles are applied. The service provide placements that are needed for a cross section of reasons, long term placements for looked after children (LAC), supporting families within the community, short term placements. The service has to follow legislation in regard to the supervision of staff and foster carers. Marketing and retention activities are supported by the services Key Campaign.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36.80	1,444	217	1,661	(9)	1,652

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	PROVIDER SERVICES (Division)

Line	A4					
Activity	PLACEMENT STRATEGY					
Description	Support for the Corporate Parenting Agenda Board. Looked After and Adopted Children (LAAC) Survey and Pledge. Star Awards Event. Residential provision for Children's Workforce Development. Commissioned service contracts with partnership providers for Care Experience Council and Advocacy/Children's Rights Services / Looked After Nurse provision. Supports schools providing early preventative support to children with emotional and mental health problems.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	39	180	219	(124)	95

Line	A5					
Activity	YOUTH JUSTICE					
Description	The Youth Justice Service provides the city's statutory function for the assessment, supervision and support of young people involved in the criminal justice system. Key statutory functions include: assessment, supervision and risk management of young people on community punishment orders and on release from custody; provision of Appropriate Adult services, provision of reports to court; pre-sentence supervision and bail support; support to parents and carers of young offenders; work with victims of youth offending. Sheffield City Council is the lead agency but the service is funded through a statutory partnership funding formula, including contributions from the Home Office, Ministry of Justice, Department for Education, Probation, Police and Health.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	38.10	1,360	868	2,228	(1,627)	601

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	PROVIDER SERVICES (Division)

### Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Reduction of transitional funding				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	333	333

Line	E2				
Activity	Loss of Funding/Income				
Description	Adoption Reform Grant Cessation				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	300	300

Line	E3				
Activity	Loss of Funding/Income				
Description	Youth Justice Grant Reduction				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	140	140

Line	E4				
Activity	Inflation				
Description	Cost of 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	77	-	77	-	77

### Section 3: Summary of Savings

Line	B1				
Activity	Transition to Independent Living				
Description	Creation of 18-25 Integrated Transition to Independent Living Service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(333)	(333)

Line	B2				
Activity	Adoption Reform Grant Cessation				
Description	Service will be funded through mainstream provision.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(100)	(100)

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	PROVIDER SERVICES (Division)

Line	B3					
Activity	Youth Justice Grant Reduction					
Description	A cut in funding by Central Government on the Youth Services Grant has been made in 2015/16 and is expected to continue in 2016/17. This will be funded through reductions in the running costs of the service.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	4.00	(140)	-	(140)	-	(140)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	SAFEGUARDING CHILDREN (Division)

Description of core purpose of Planning Entity	The Safeguarding Children Service is an integrated service, formed from child protection functions in Health, Education and Social Care. It incorporates integrated practice and supports and services the Sheffield Safeguarding Children Board (SSCB).
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,556	(1,225)	1,331	50.80
Total Savings Made			(90)	2.50

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1					
Activity	SAFEGUARDING CHILDREN					
Description	<p>This is an integrated service, formed from child protection functions in Health, Education &amp; Social Care. It incorporates integrated practice and supports and services the Sheffield Safeguarding Children Board (SSCB). Core functions of the Safeguarding service include:</p> <ul style="list-style-type: none"> <li>Convening, chairing and minuting of child protection conferences</li> <li>Independent Reviewing Service</li> <li>Managing the list of children subject to a child protection plan, performance monitoring and reporting information</li> <li>Serious Case Reviews and Child Death Overview processes</li> <li>Specialist services - Sexual Exploitation, Substance Misuse, Licensing and E-Safety</li> <li>Support, advice, training, procedures and best practice guidance to enable organisations and individuals to understand, prioritise and discharge their safeguarding responsibilities to best effect.</li> </ul> <p>The SSCB and other specialist services are joint funded by partner agencies</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	50.80	2,111	445	2,556	(1,225)	1,331

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	SAFEGUARDING CHILDREN (Division)

**Section 2: Summary of Pressures (Form Es)**

Line	E2				
Activity	Inflation				
Description	Cost of 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	21	-	21	-	21

**Section 3: Summary of Savings**

Line	B1				
Activity	Running and management costs				
Description	Savings in running and management costs, through the amalgamation of functions.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.50	(50)	(40)	(90)	-	(90)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**



Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	PLACEMENTS (Division)

Description of core purpose of Planning Entity	Purchasing of Foster care, Learning Difficulties and Disabilities (LDD) and Care Leaver beds for Looked After Children, LDD and Care Leavers.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	23,783	(2,142)	21,641	8.60
Total Savings Made			(820)	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	PLACEMENTS					
Description	<p>Purchasing of Foster beds for Looked After Children when in house facilities not available or on rare occasions when necessary, for safety reasons, to move a child out of city. Purchasing of residential block contracts and other residential placements in and out of the city.</p> <p>There are a number of children and young people with disabilities who are looked after by the Local Authority who are either placed within or out of city residential home or placed with a private fostering carer.</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	8.60	283	23,500	23,783	(2,142)	21,641

### Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Fostering inflationary pressures					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	80	80	-	80

Line	E2					
Activity	Demand					
Description	Additional demand on placements, linked to demography.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	240	240	-	240

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	PLACEMENTS (Division)

Line	E3				
Activity	Legislation				
Description	Costs attached to implementing Staying Put Policy that can enable a young person's foster care placement to be extended beyond their 18th birthday.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	300	300	-	300

Line	E4				
Activity	Legislation				
Description	National policy requires a transition from minimum wage towards living wage.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	500	500	-	500

Line	E5				
Activity	Inflation				
Description	Cost of 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	3	-	3	-	3

**Section 3: Summary of Savings**

Line	B1				
Activity	Fostering inflationary pressures				
Description	Inflationary pressures on fostering allowances to be absorbed by placement budgets				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(80)	(80)	-	(80)

Line	B2				
Activity	Additional Demand on Placements				
Description	To be met within existing placement budgets				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(240)	(240)	-	(240)

Line	B3				
Activity	National Minimum Wage Transition				
Description	Negotiation of contract price with providers ensuring ensuring providers pay their staff the new minimum wage within the existing financial position.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(500)	(500)	-	(500)

Directorate	CYPF
Service	CHILDREN & FAMILIES
Planning Entity	PLACEMENTS (Division)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	CYPF
Service	INCLUSION & LEARNING SERVICES
Planning Entity	ACCESS & PUPIL SERVICES (Division)

Description of core purpose of Planning Entity	The School Organisation Team fulfils the statutory duty to ensure sufficient high quality school places. The Pupil Admissions Team manages all elements of the school admissions process and is supported by the Children Missing From Education Team who work to ensure that all children missing from education are promptly re-engaged with educational provision. The School Liaison function provides a de-escalation service for school issues and includes the lead for services to schools and governors support.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,979	(5,069)	(91)		90.10
Total Savings Made			(128)		0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1					
Activity	ACCESS & PUPIL SERVICES					
Description	The School Organisation Team fulfils the statutory duty to plan and provide sufficient high quality Primary and Secondary school places commissioning new provision where it is required and making changes to the organisation of schools. The Pupil Admissions Team provides advice and guidance to parents and schools and manages all elements of the school admissions process from application to appeals and transport. The admissions process is supported by the Children Missing From Education Team who work to ensure that all children missing from education are promptly identified and re-engaged with educational provision. The Services to Schools function oversees the services offer to schools including the redesign and quality assurance of services. It includes the School Liaison Service which deals with problem resolution and de-escalation of school issues.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	90.10	2,661	2,318	4,979	(5,069)	(91)

**Section 2: Summary of Pressures (Form Es)**

Line	E1					
Activity	Inflation					
Description	Cost of 1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	128	-	128	-	128

Directorate	CYPF
Service	INCLUSION & LEARNING SERVICES
Planning Entity	ACCESS & PUPIL SERVICES (Division)

**Section 3: Summary of Savings**

Line	B1				
Activity	Reductions in Running Costs (ILS)				
Description	Pay award pressure funded through reductions in running costs across the service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(128)	(128)	-	(128)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	CYPF
Service	INCLUSION & LEARNING SERVICES
Planning Entity	LEARNING & ACHIEVING SERVICE (Division)

Description of core purpose of Planning Entity	The Learning and Achievement Service provides advocacy for all children and young people's educational outcomes to ensure that they make good progress, with a particular focus on the most vulnerable. In our role as advocate and champion for children, young people and families the Local authority will support, challenge and intervene in schools where necessary.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,966	(1,966)	-	14.13
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1				
Activity	LEARNING & ACHIEVING SERVICE				
Description	The Learning and Achievement Service (LAS) provides advocacy for all children and young people's educational outcomes in Sheffield, to ensure they reach their full potential. In addition to the role of advocates, LAS also operates a virtual school for looked after children to champion their educational outcomes. Within LAS there are also services such as Every Sheffield Child Articulate and Literate (ESCAL).				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14.13	1,474	492	1,966	(1,966)	-

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	CYPF
Service	INCLUSION & LEARNING SERVICES
Planning Entity	INCLUSION & TARGETED SERVICES (Division)

Description of core purpose of Planning Entity	The identification of the educational needs of individual children and young people with Special Educational Needs and the provision of high quality statutory services including schools to meet those needs. The provision of targeted services or provision to meet the needs of other identified vulnerable groups at risk of underachievement or exclusion within mainstream schools.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	12,964	(12,964)	-	140.53
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1					
Activity	INCLUSIONS & TARGETED SERVICES					
Description	The identification of the educational needs of individual children and young people with special educational needs and the provision of high quality statutory services including schools to meet those needs. The provision of targeted services or provision to meet the needs of other identified vulnerable groups at risk of underachievement or exclusion within mainstream schools					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	140.53	6,256	6,708	12,964	(12,964)	-

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	CYPF
Service	INCLUSION & LEARNING SERVICES
Planning Entity	CHILDREN'S COMMISSIONING UNIT (Division)

Description of core purpose of Planning Entity	The function works across the Portfolio and with Partners to support service delivery and change; including consultation and engagement with parents, all partnerships and priority work programmes with schools and children's health and well being.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,429	(2,429)	-	47.25
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1					
Activity	CHILDREN'S COMMISSIONING UNIT					
Description	The function works across the Portfolio and with partners to support service delivery and change; including consultation and engagement with partners, all partnerships and priority work programmes with schools and children's health and well being.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	47.25	1,757	672	2,429	(2,429)	-

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**



Directorate	CYPF
Service	INCLUSION & LEARNING SERVICES
Planning Entity	CHILDREN'S PUBLIC HEALTH (Division)

Description of core purpose of Planning Entity	Public Health aims to improve the health of the population and reduce health inequalities through health protection (stopping people being exposed to risk), health promotion (with individuals, communities and organisations) and through influencing the design of health care services.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	11,571	(11,571)	-	28.25
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	COMM SERVICES - VOLUNTARY				
Description	Services commissioned from Voluntary and Community organisations to promote health in the Early Years and with vulnerable groups.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		301	301	(301)	-

Line	A2				
Activity	ENHANCED SERVICES				
Description	Enhanced Sexual Health Services delivered in Primary Care by GP Practices and Community Pharmacy. Provision of long acting reversible contraception, emergency hormonal contraception and chlamydia screening.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		470	470	(470)	-

Line	A3				
Activity	NHS TRUSTS				
Description	Sheffield residents receiving sexual health services out of city.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		170	170	(170)	-

Directorate	CYPF
Service	INCLUSION & LEARNING SERVICES
Planning Entity	CHILDREN'S PUBLIC HEALTH (Division)

Line	A4				
Activity	PUBLIC HEALTH INFRASTRUCURE				
Description	CYPF Public Health Team staffing who deliver public health planning, health protection, contracting and commissioning activity. Includes other public health contracts as follows: - Healthy Weight Service. Providing the Health, Exercise and Nutrition for the Really Young (HENRY) programme for Early Years and Families; - delivery of Genetics work as part of the Sheffield Infant Mortality Strategy				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28.25	837	803	1,641	(1,641)	-

Line	A5				
Activity	SCH - SCHOOL NURSING				
Description	Statutory delivery of the 0-19 HCP. Delivery of mandatory Health Visiting functions (new birth visits, post natal visits) and statutory requirements for Safeguarding, National Child Measurement Programme, universal health screening on school entry and Vaccinations and Immunisations. Universal service delivered to 0-4 years and 5-19 years. Provided by a new integrated model through redesign of Health Visiting and School Nursing services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	903	903	(903)	-

Line	A6				
Activity	STH - GUM				
Description	It is a confidential service at Sheffield Teaching Hospital providing specialist information, advice, counseling, rapid testing and treatment for sexually transmitted infections				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	8,087	8,087	(8,087)	-

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings**

Line	F1				
Activity	Reduction in Sheffield Teaching Hospital contract				
Description	Sheffield Teaching Hospital will be delivering a 15% contract value reduction in 2016/17 in return for a 2 year contract				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(547)	(547)	547	-

Directorate	CYPF
Service	INCLUSION & LEARNING SERVICES
Planning Entity	CHILDREN'S PUBLIC HEALTH (Division)

Line	F2				
Activity	Reduced cost of services purchased through SCH				
Description	Sheffield Children's Hospital Trust will be delivering 15% savings through the re-design of the 0-4 Integrated Healthy Child Service.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	(279)	(279)	279	-

Line	F3				
Activity	Service redesign of School Nursing service				
Description	Sheffield Children's Hospital Trust will be delivering 15% savings through the re-design of the 5-19 Integrated Healthy Child Service.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	(209)	(209)	209	-

Line	F4				
Activity	Health Visiting				
Description	Full year effect of 2015/16 re-negotiation of the Health Visiting Contract.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	(261)	(261)	261	-

Line	F5				
Activity	Public Health staffing				
Description	Deletion of vacant posts in CYPF and other roles and responsibilities to be redefined.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
2.00	(126)	-	(126)	126	-

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	EMPLOYMENT & SKILLS (Division)

Description of core purpose of Planning Entity	Secures external funding, designs and commissions employment and skills programmes for the city's residents and in support of city-region strategies.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	8,304	(6,905)	1,399	35.41
Total Savings Made			(200)	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CITY DEAL				
Description	Management of the City Deal programme across the Sheffield City region on behalf of the Local Enterprise Partnership (LEP).				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.69	459	2,263	2,723	(3,023)	(300)

Line	A2				
Activity	EMPLOYMENT & SKILLS				
Description	<p>The team</p> <ul style="list-style-type: none"> <li>- commissions, through the third sector, the SCC Employability Programme targeting vulnerable adults and young people furthest from the labour market, including those with disabilities &amp; mental health conditions, as well as lone parents, ex-offenders and some Black and Minority Ethnic (BME) communities and core learners.</li> <li>- operates Opportunity Sheffield brokering job and training opportunities with the city's employers placing jobseekers in work and sourcing apprenticeships.</li> <li>- implements the Skills Strategy working with stakeholders, including Skills Funding Agency (SFA), to improve the skills levels of the city's workforce.</li> <li>- organises the Sheffield 100 Apprentices programme and manages the City Deal for Skills for the city-region.</li> </ul>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
22.72	793	4,788	5,581	(3,882)	1,699

### Section 2: Pressures (Form Es) - None Identified

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	EMPLOYMENT & SKILLS (Division)

**Section 3: Summary of Savings**

Line	B1				
Activity	Developing the Skills for Life and Work:Skills Hub				
Description	Re-profile of income from skills and employment services.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(200)	(200)	-	(200)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings**

Line	F1				
Activity	Savings in ESA Pathway				
Description	Education Support Allowances (ESA) Pathway is a 2 year programme due to be completed during 2016/17. There is a lower match funding requirement for a DWP funded project.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(88)	(88)	88	-

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	FAMILY & COMMUNITY LEARNING (Division)

Description of core purpose of Planning Entity	Organises adult, community and family learning for the city and manages training units. This is entirely externally funded via the Skills Funding Agency and Education Funding Agency Leads Sheffield's Raising the Participation Age strategy Leads on learning provision for 16-25 year olds with Learning Difficulties and Disabilities for Sheffield
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	9,895	(9,828)	66		83.32
Total Savings Made			(192)		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	16 - 19					
Description	- Commissions and delivers provision for young people Not in Education, Employment or Training (NEETs) and other vulnerable learners - Co-ordinates provision for 16-25 year olds with Learning Difficulties and Disabilities including assessment of need and provision of tailored learning programmes such as New Routes					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.78	73	4,348	4,421	(4,453)	(32)

Line	A2					
Activity	ADULT & COMMUNITY LEARNING					
Description	Holds the Skills Funding Agency (SFA) contract for the city and commissions provision for learners on its behalf. To facilitate this, the service manages extensive partnership working across a range of local learning partnerships, Community Assemblies and with other providers, model now been adopted as a national pilot for the Business Innovation and Skills Community Learning Trusts. The programme is partly delivered by the service's tutors, adult learning in community settings, including basic skills, first steps to employment, English for Speakers of Other Languages, vocational learning and learning for leisure. The programme also includes SFA funded Family Learning, delivered in schools, children's centres and other community settings. These are structured programmes to support parents to support their children's learning and to improve their own basic skills and confidence.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	14.42	712	1,214	1,926	(1,926)	-

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	FAMILY & COMMUNITY LEARNING (Division)

Line	A3				
Activity	EMTAS				
Description	<p>The Ethnic Minority and Traveller Achievement Service (EMTAS):</p> <ul style="list-style-type: none"> <li>- designs and delivers support programmes targeted at under achieving young people from vulnerable communities, specifically BME</li> <li>- has strategic and operational responsibility for mentoring programmes for vulnerable young people</li> <li>- develops prevention and intervention strategies to support cohesion and develop resilient communities</li> </ul>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.79	287	63	350	(350)	-

Line	A4				
Activity	ENRICHMENT PROGRAMME				
Description	<p>Children's University and Enrichment.</p> <p>This service contributes to the increased achievement and participation in learning of targeted cohorts of children and young people by continuing to develop:</p> <ul style="list-style-type: none"> <li>- promoting and celebrating participation in the Children's University, with 8,000 learners currently holding passports, as a direct contribution to school based attainment through enrichment activities.</li> <li>- generating community-based positive activities in partnership with public and third sector agents.</li> </ul>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.37	158	78	237	(237)	-

Line	A5				
Activity	LEARNING SKILL & EMPLOYMENT				
Description	<p>Management and delivery in SCC's four training centres of Skills Funding Agency /Education Funding Agency funded learning programmes across the majority of vocational areas. This activity includes:</p> <ul style="list-style-type: none"> <li>- the 14 -16 Vocational Skills Programme to enhance the school-based curriculum offer.</li> <li>- work based assessments and further education in vocational sectors.</li> </ul>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
56.96	1,897	1,064	2,962	(2,864)	98

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	FAMILY & COMMUNITY LEARNING (Division)

**Section 2: Summary of Pressures (Form Es)**

Line	E1				
Activity	Loss of Funding/Income				
Description	Loss of EFA funding to training units				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	160	160

**Section 3: Summary of Savings**

Line	B1				
Activity	Opportunity Sheffield Re-organisation				
Description	Lifelong Learning - placement officer to move from general fund to grant funding as part of Opportunity Sheffield reorganisation.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(32)	(32)	-	(32)

Line	B2				
Activity	Loss of EFA Funding to training units				
Description	Full year effect of 2015/16 restructure				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(160)	(160)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**



Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	PERFORMANCE & PARTNERSHIPS (Division)

Description of core purpose of Planning Entity	Provision of performance management and analytical services in the portfolio to support service planning, delivery, monitoring and development and direct support to schools. Undertakes joint work with statutory partners including NHS, Police and Probation. Partnership working arrangements, such as the 0-19+ Partnership and Children's Trust Executive Board.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,196	(1,115)	82	26.76
Total Savings Made			(100)	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	PERFORMANCE & PARTNERSHIPS				
Description	<p>Performance and Partnerships is responsible for:</p> <ul style="list-style-type: none"> <li>- performance management and analytical services, ensuring intelligent commissioning by all services.</li> <li>- providing direct support to schools and undertaking joint work with NHS.</li> <li>- management of partnership working arrangements e.g. 0 -19 Partnership and the Children's Trust Executive Board.</li> <li>- providing support for business plans.</li> <li>- coordinating external inspections.</li> <li>- monitoring and reporting on policy developments.</li> </ul>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
26.76	1,037	159	1,196	(1,115)	82

### Section 2: Pressures (Form Es) - None Identified

### Section 3: Summary of Savings

Line	B1				
Activity	Review of Performance and Analysis Service				
Description	Strategic realignment of core activities against funding stream and service restructure, including deletion of vacancies in 2015/16 which will have a full year effect in 2016/17. The service will generate income e.g. from Schools				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(77)	-	(77)	(23)	(100)

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	PERFORMANCE & PARTNERSHIPS (Division)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	14-24 PARTNERSHIP (Division)

Description of core purpose of Planning Entity	Vocational Skills Programme for young people. The Not in Employment Education or Training (NEET) prevention programme. Develops Foundation level learning policy/practice. Plans 16-19 provision with government agencies. Leads education employer links and the city's 14-24 partnership/working groups. Oversees activity to widen Higher Education participation. Champions/coordinates Science, Technology, Engineering and Maths agenda. Responds to national initiatives (University Technical College/Studio School). Oversees the city's 14-24 strategy.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,895	(1,825)	70	9.27
Total Savings Made			(56)	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	14 - 19 PARTNERSHIP					
Description	<p>Commissions and quality assures provision of 14 -16 Vocational Skills Programme for 900 learners as purchased by schools.</p> <p>Organises the city's Alternative Provision for 500 most vulnerable young people e.g. Looked After Children, not on school roll, home educated.</p> <p>Plans the city's 16 -19 provision jointly with government agencies.</p> <p>Leads on education employer links prioritising growth sectors and enterprise.</p> <p>Leads city's 14-24 Partnership.</p> <p>Oversees activity to widen participation to Higher Education. Champions and coordinates the Science, Technology, Engineering and Maths agenda.</p> <p>Responds to national initiatives e.g. University Technical College.</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	9.27	512	1,383	1,895	(1,825)	70

### Section 2: Pressures (Form Es) - None Identified

### Section 3: Summary of Savings

Line	B1					
Activity	14-19 Service					
Description	Post moving from general fund to EFA / SFA grant funding from April 2016.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	(56)	-	(56)	-	(56)

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	14-24 PARTNERSHIP (Division)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	STRATEGIC SUPPORT (Division)

Description of core purpose of Planning Entity	Core Team: Winning external grant/contracts, developing strategic programmes, commissioning learning, skills and employment provision and delivering traded services. The team levered a total of £32.8m for City Deal and Ambition SCR over the last 3 years, which the council manages on behalf of the Local Enterprise Partnership and is pursuing other opportunities to secure further funding. Strategic Support & Development is externally funded and comprises the Grant Administration Unit and Administration teams. The team supports managers at all levels in the delivery of service objectives.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,563	(857)	707	21.75
Total Savings Made			(80)	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	STRATEGIC SUPPORT					
Description	<p>Lifelong Learning, Skills and Communities Core Team Responsible for:</p> <ul style="list-style-type: none"> <li>- the management of 14-19 learning, Integrated Youth Services, Employment and Skills, Adult, Community and Family Learning and Community Cohesion.</li> <li>- winning external grants and contract, developing strategic programmes, commissioning learning, skills and employment provision and delivering traded services.</li> <li>- undertaking project and performance monitoring, review and evaluation, liaison with funding bodies and compliance with corporate policies, funding body contractual requirements.</li> </ul>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	21.75	1,261	303	1,563	(857)	707

### Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Cost of 1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	80	-	80	-	80

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	STRATEGIC SUPPORT (Division)

**Section 3: Summary of Savings**

Line	B1				
Activity	Reductions in Running Costs (LLSC)				
Description	Pay award pressure funded through reductions in running costs across the service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(80)	(80)	-	(80)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	YOUTH (Division)

Description of core purpose of Planning Entity	Commissions Community Youth Teams to identify young people at risk of falling out of education, involvement in crime/antisocial behaviour/other poor outcomes and keep them on positive paths through support/advice/guidance. Delivers targeted youth work provision and programmes including street based. Supports voluntary groups to deliver positive activities for young people. Involves Young People in decisions affecting them via Involvement Strategy/Youth Council/Young Inspectors etc.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	4,955	(898)	4,057	23.84
Total Savings Made			(665)	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	COMMUNITY YOUTH TEAMS					
Description	Directly employs the council staff who are deployed into Community Youth Teams (CYTs). Identifies and delivers preventative programmes to vulnerable young people at risk of involvement in crime and antisocial behaviour. Supports multi agency management arrangements for CYTs including police and health staff.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	18.97	726	545	1,271	(99)	1,173

Line	A2					
Activity	UNIVERSAL SERVICES					
Description	Commissions activity through Sheffield Futures and other third sector partners including: - Capacity building to grow grass roots development of positive activities focussed on communities where there are gaps in provision - Direct delivery of targeted youth engagement programmes - Identification, tracking and re-engagement of young people Not in Education, Employment or Training (NEETs) into learning or employment - Youth Involvement through the Youth Cabinet and UK Youth Parliament Members, Young Advisers, Young Inspectors and local youth forums - A traded service in Careers Guidance for schools - Information, Advice and Guidance for vulnerable groups, including young people with Learning Difficulties and Disabilities, Looked after Children, young offenders and young parents					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	4.87	190	3,494	3,683	(800)	2,884

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	YOUTH (Division)

**Section 2: Pressures (Form Es) - None Identified**

**Section 3: Summary of Savings**

Line	B1				
Activity	Developing Skills for Life and Work:Youth service				
Description	A review of youth involvement and Community Youth Teams and a redesign of Youth Services.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(145)	(489)	(634)	(31)	(665)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**





# Communities

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
<b><u>CARE AND SUPPORT</u></b>			
Access Prevention & Reablement	3,983	824	3,159
Contributions to Care	1,273	34,604	-33,330
Learning Disability Service	61,840	2,687	59,153
Long Term Support	79,049	2,755	76,294
Provider Services	9,996	2,815	7,182
	<u>156,141</u>	<u>43,685</u>	<u>112,458</u>
<b><u>COMMISSIONING</u></b>			
Housing Commissioning	10,893	2,225	8,668
Mental Health Commissioning	12,714	1,098	11,616
Public Health DACT	8,105	7,209	896
Social Care Commissioning	8,065	4,162	3,902
	<u>39,777</u>	<u>14,694</u>	<u>25,082</u>
<b><u>COMMUNITY SERVICES</u></b>			
Libraries	5,678	1,221	4,456
Locality Management	2,445	1,053	1,392
Public Health Community	1,517	1,506	11
	<u>9,640</u>	<u>3,780</u>	<u>5,859</u>
<b><u>HOUSING GENERAL FUND</u></b>			
Business Planning	1,305	519	786
City Wide Housing Service	4,745	2,119	2,625
Neighbourhoods Int & Tenant Supp-Gen	2,026	1,524	502
Sustainable City	1,465	1,596	-130
	<u>9,541</u>	<u>5,758</u>	<u>3,783</u>
<b><u>BUSINESS STRATEGY</u></b>			
Executive and Portfolio-wide Services	4,566	682	3,884
Planning and Performance	848	128	720
Quality and Safeguarding	2,510	530	1,980
	<u>7,924</u>	<u>1,340</u>	<u>6,584</u>
	<b>223,023</b>	<b>69,257</b>	<b>153,766</b>



Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	ACCESS PREVENTION & REABLEMENT (Division)

Description of core purpose of Planning Entity	The service supports the Care Act's guidance to prevent, reduce and delay the need of care and support by offering early intervention initiatives, information and advice, assessment for new service users, identifying changes in needs following a period of reablement, and preventative and reablement services.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	3,983	(824)	3,159	109.21
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1
Activity	ACCESS PREVENTION & REABLEMENT
Description	Hospital and Intermediate Care based services. The primary function of this service is to support people to return home from hospital safely, avoid inappropriate hospital admission and provide Social Work support for those with significant health conditions.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
73.15	2,238	121	2,359	(324)	2,035

Line	A2
Activity	ADAPTATIONS, HOUSING & HEALTH
Description	Occupational therapy assessments, provision of equipment for minor and major adaptations, disabled facilities grant team, adaptations to non-council houses, health and housing team assessments for re-housing priorities on health grounds and the sensory impairment team.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36.06	1,232	391	1,624	(500)	1,123

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	CONTRIBUTIONS TO CARE (Division)

Description of core purpose of Planning Entity	This service delivers financial assessments, payment recovery and resources management and runs the direct payment process.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,273	(34,604)	(33,330)		41.97
Total Savings Made			(200)		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CHC INCOME					
Description	Income from Clinical Commissioning Group where individuals' care packages are either wholly or partially eligible for Health Funding.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00			-	(8,607)	(8,607)

Line	A2					
Activity	ILF INCOME					
Description	Income from Independent Living Fund where Sheffield City Council acts as the award manager for individuals.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00			-	(373)	(373)

Line	A3					
Activity	INTEGRATED CHARGE INCOME					
Description	Income from service users' contributions for non residential care, as assessed under Sheffield's Fairer Contributions Policy.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	-	-	(9,009)	(9,009)

Line	A4					
Activity	RESI, NURSE & PTY INCOME					
Description	Service User Contributions for residential and nursing care as assessed using national regulations.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00			-	(16,587)	(16,587)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	CONTRIBUTIONS TO CARE (Division)

Line	A5				
Activity	PUBLIC HEALTH DIRECT PAYMENTS				
Description	Payments to individual service users funded by public health money and organised through support plans.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00			-		-

Line	A6				
Activity	SOCIAL CARE ACCOUNTS SERVICE				
Description	Cost of the Social Care Accounts Service team which administers the payment for all care packages, manages direct payments to service users and financially assesses individual service users and collects income.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
41.97	1,165	108	1,273	(27)	1,246

**Section 2: Pressures (Form Es) - None Identified**

**Section 3: Summary of Savings**

Line	B1				
Activity	Maximising Income Options - ASC				
Description	Anticipated increase in benefits will lead a corresponding increase in customers' contributions to care. The majority of this increase will apply to older customers receiving pension credit and an Equality Impact Assessment will be carried out. Any increase in care costs will automatically produce an further increase in customer contributions (from September 2016)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(200)	(200)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LEARNING DISABILITIES (Division)

Description of core purpose of Planning Entity	The Learning Disabilities team assesses needs and provides specialist community based services, accommodation and support, short break services, specialist mental health services and services for fulfilling lives through self directed support and personal budgets.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	61,840	(2,687)	59,153	229.28
Total Savings Made			(2,640)	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A6				
Activity	LEARNING DISABILITIES - OTHER				
Description	Specialist support on housing and support on accommodation developments and general support to services				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	18	18	-	18

Line	A7				
Activity	LD PROVIDER SERVICES				
Description	This function provides services to adults assessed as having eligible needs.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
126.28	5,510	529	6,039	(12)	6,027

Line	A9				
Activity	PURCHASING LD				
Description	Care purchased from the independent sector, direct payments and self directed support.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	53,285	53,285	(2,150)	51,135

Line	A11				
Activity	LD A&CM				
Description	Assessment and Care Management teams supporting Learning Disability service users.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
103.00	2,133	366	2,499	(525)	1,973

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LEARNING DISABILITIES (Division)

### Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Care Home Fees 2% increase, based on the 2015/16 estimate.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	107	107	-	107

Line	E3				
Activity	Loss of Funding/Income				
Description	Shortfall in funding to support Independent Living Fund (ILF) service users, as legislation and the level of funding received by the Council change.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	1,922	1,922	-	1,922

Line	E6				
Activity	Legislation				
Description	Cost pressures				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	227	227	-	227

### Section 3: Summary of Savings

Line	B1				
Activity	Learning Disabilities Commissioning Project				
Description	The aim of this saving is to improve outcomes for people with a learning disability, ensure best value and achieve savings through improvements to: LD Accommodation Care and Support Market Development Social Inclusion and Family Resilience				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(1,640)	(1,640)	-	(1,640)

Line	B3				
Activity	Reviews and Reassessments				
Description	Continue to make sure that people with learning disabilities have the support they need to live their lives more independently with less reliance on formal services.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(1,000)	(1,000)	-	(1,000)



Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LEARNING DISABILITIES (Division)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LONG TERM SUPPORT (Division)

Description of core purpose of Planning Entity	The service assesses needs and provides resources for the care and protection of vulnerable older people, including adults with a physical disability or sensory impairment and their carers. The aim is to provide through self directed support and personal budgets care and support for people either in their own homes, or in residential care, by working in close partnership with health colleagues, Sheffield Homes, Care4you, the independent sector and voluntary organisations to assess and provide care as required.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	79,049	(2,755)	76,294	148.00
Total Savings Made			(190)	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	ADULT SOCIAL CARE PURCHASING					
Description	Care purchased from Independent Sector Providers, via direct payments and self directed support. Primarily provision of services where there is statutory duty to meet the required needs. Some provision of preventative services, to avoid higher levels of need developing (therefore maximising independence and minimising higher cost packages).					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	73,152	73,152	(2,328)	70,824

Line	A3					
Activity	CASE MANAGEMENT FUNCTION					
Description	Provide time limited support/Social Work services to enable people to continue to live as independently as possible. Provision of support/protection for very vulnerable people. Statutory duties associated with Community Care Services define the responsibilities to assess needs and provide services. To assess and manage risks associated with vulnerable service users to agree outcomes with them to keep them free from harm and as independent as possible whilst remaining in their own home. Additionally to support people who have to go into care or who have complex mental health problems. We also work with the Sheffield Clinical Commissioning Group to establish eligibility for either social care or health care funding.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	67.00	2,473	256	2,729	(307)	2,422

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LONG TERM SUPPORT (Division)

Line	A4				
Activity	REVIEW & REASSESSMENT FUNCTION				
Description	The Council must review/reassess users who require Care and Support to determine whether their eligible needs have changed and to ensure that support continues to be provided cost effectively.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
53.00	1,636	76	1,712	-	1,712

Line	A8				
Activity	SERVICE MANAGEMENT				
Description	Cost of Service Management Team				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28.00	1,157	300	1,457	(120)	1,337

**Section 2: Summary of Pressures (Form Es)**

Line	E1				
Activity	Demand				
Description	Increase in demand for adult social care services due to demographic changes.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	513	513	-	513

Line	E2				
Activity	Inflation				
Description	Care Home Fees Price Increase.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	127	127	-	127

Line	E4				
Activity	Legislation				
Description	Cost pressures				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	2,409	2,409	-	2,409

Line	E9				
Activity	Loss of Funding/Income				
Description	ILF Funding reduction to SCC but the responsibility to the clients continues				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	778	778	-	778

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LONG TERM SUPPORT (Division)

**Section 3: Summary of Savings**

Line	B4					
Activity	Redesign Occupational Therapy					
Description	The proposal is to identify ways to streamline the Occupational Therapy assessment process and the provision of adaptations and equipment, as well as improving the focus on prevention.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(190)	(190)	-	(190)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	PROVIDER SERVICES (Division)

Description of core purpose of Planning Entity	The Social Care Services directly managed by the Council for older people and adults with a physical disability or sensory impairment and their Carers. This includes Home Care, Community Support, City Wide Care Alarms, Adult Placement Shared Lives Service (APSL).
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	9,996	(2,815)	7,182		404.81
Total Savings Made			(2,000)		76.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1					
Activity	ADULT PLACEMENT SHARED LIVES					
Description	Provision of long and short term family or community based support provided by approved self employed Carers who have been assessed, trained and supervised by the service. Provision includes day support, befriending, overnight stays and long term placements within the Carers' own home.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	10.00	327	1,010	1,337	(99)	1,238

Line	A2					
Activity	REABLEMENT SERVICES					
Description	Provides reablement services to Sheffield people.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	330.00	4,792	578	5,370	(398)	4,972

Line	A3					
Activity	CARE4YOU 24 HOUR RESPONSE SERV					
Description	Enabling our customers to lead healthy and independent lives through the installation of equipment and provision of emergency care advice, support and practical help 24 hours a day, 365 days per year (helping the individual to remain safe, secure and independent at home).					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	28.85	886	323	1,209	(2,109)	(899)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	PROVIDER SERVICES (Division)

Line	A4				
Activity	CARE4YOU BUSINESS & PERFORMANC				
Description	Provides the Management and Administration support. This support is provided via business support and reception function, quality assurance and performance reporting.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15.00	553	680	1,233	-	1,233

Line	A5				
Activity	COMMUNITY SUPPORT SERVICE				
Description	In-House provision of social respite via Community Support Services which supports service users to remain in the community as an alternative to residential or nursing care, and respite support for their carers.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
20.96	647	60	706	(209)	497

Line	A6				
Activity	HEAD OF SERVICE				
Description	Includes Major Incident Response and other miscellaneous items managed by the Head of Service which relate to the whole of Adult Provider Services				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	142	142	-	142

**Section 2: Pressures (Form Es) - None Identified**

**Section 3: Summary of Savings**

Line	B1				
Activity	Hospital Discharge Management				
Description	The proposal is to remodel the support service for people leaving hospital, to be clearly focused on helping people to recover independence and be able to stay well within their own home.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
76.00	(2,000)	-	(2,000)	-	(2,000)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	PROVIDER SERVICES (Division)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

Description of core purpose of Planning Entity	Activity to get the best out of the city's existing housing through managing the relationship with social landlords and private landlords, and supporting the Council's Housing Service. Commissioning of supported housing from a wide range of providers across the city, and development of new capacity.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	10,893	(2,225)	8,668		9.84
Total Savings Made			(5,200)		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A3				
Activity	HOUSING RELATED SUPPORT				
Description	Maintaining independence for vulnerable people who need additional support to maintain a tenancy.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9.84	390	10,504	10,893	(2,225)	8,668

Line	A5				
Activity	SOCIAL HOUSING				
Description	Contract payments for partnership working with other providers for services including grounds maintenance, strategy and standards.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	-	-

### Section 2: Pressures (Form Es) - None Identified

### Section 3: Summary of Savings

Line	B1				
Activity	Housing Partnership Financing Debt				
Description	Reviewing the financial arrangement of the Housing Partnership fund (Places for People)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(5,000)	(5,000)	-	(5,000)

Line	B2				
Activity	Reprocurement & consolidation housing independence				
Description	There will be further changes to the portfolio of housing support services next year. The net impact of these changes will be a reduction in overall spend of 200k.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(200)	(200)	-	(200)



Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings**

Line	F1					
Activity	PH Floating Support					
Description	Public health investment in floating support will be sustained at the current level as this is a priority area. However, revenue savings from the wider housing support revenue budget will be redirected to the public health budget. This will mean that the planned pilots on better supporting (a) people with very challenging behaviours; and (b) young people needing housing support will be scaled back.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(150)	(150)	150	-

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	MENTAL HEALTH COMMISSIONING (Division)

Description of core purpose of Planning Entity	Investment in services provided by Sheffield Health and Social Care Foundation Trust for people with mental health issues.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	12,714	(1,098)	11,616		92.04
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1					
Activity	ASSESSMENT & CARE MGNT-MH					
Description	Social work teams (seconded to Sheffield Health and Social Care Foundation Trust) providing information, care and advice including approved social workers, assessing the support needs of vulnerable people, agreeing and arranging care packages, reviewing care and support. Undertaking statutory assessments under the Mental Health Act.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	79.00	2,080	7,336	9,417	(328)	9,089

Line	A2					
Activity	COMMISSIONING MENTAL HEALTH					
Description	Partnership grants and support for Carers of people with Mental Health issues.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00		506	506	(203)	303

Line	A3					
Activity	COMMUNITY & DAY SERVICES - MH					
Description	Partnership payments to Sheffield Health and Social Care Foundation Trust (SHSCFT) for provision of mental health services on behalf of the City Council under the Section 75 Partnership Agreement and internal provision of day services for adults under 65. Staff employed by SHSCFT.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00		16	16		16

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	MENTAL HEALTH COMMISSIONING (Division)

Line	A4				
Activity	OLDER PEOPLES MENTAL HEALTH				
Description	Resource centre provided by Sheffield Health and Social Care Foundation Trust (SHSCFT) short term care and day care. Staff employed by SHSCFT.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10.04	219	2,039	2,257	(150)	2,107

Line	A6				
Activity	SUBSTANCE MISUSE SERVICES				
Description	Care and support for people with drug and alcohol issues.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.00	119	400	518	(417)	102

**Section 2: Summary of Pressures (Form Es)**

Line	E1				
Activity	Legislation				
Description	Cost pressures				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	22	22	-	22

Line	E4				
Activity	Inflation				
Description	Sheffield Care Trust is currently overspending on Social Worker pay expenditure - there is a high risk that this is because the SCC contract funding does not cover the staffing levels prescribed in the s75 Partnership Agreement.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	200	200	-	200

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	PH DRUG & ALCOHOL (DACT) (Division)

Description of core purpose of Planning Entity	Reducing the risk of, and increasing safety around, substance abuse and domestic abuse. Inspiring change to aid recovery from these issues.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	8,105	(7,209)	896	17.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1				
Activity	DRUG & ALCOHOL SERVICES CS				
Description	Public Health and other sources fund a range of community based interventions for drugs, alcohol and domestic abuse. This ranges from brief interventions through to structured medical treatment. Interventions are aimed at both harm reduction and recovery from substance misuse dependence; and reducing risk and providing support to victims of domestic abuse.  The service aims to respond to new challenges in terms of drug trends. A key area for the city is in increasing recovery capital and opportunities including links with mutual aid.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
17.00	472	7,633	8,105	(7,209)	896

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	PH DRUG & ALCOHOL (DACT) (Division)

**Section 5:Public Health Savings**

Line F1					
Activity Opiate and Non Opiate Service					
Description 1. Services were commissioned with reduced annual value from year 2 of the contract. Already planned. 2. A saving was delivered at the point of tender on drug treatments in addition to reducing the costs in the second contract year.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(184)	(184)	184	-

Line F2					
Activity Reduction of DACT infrastructure					
Description Costs to be absorbed through efficiencies within the team running costs.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(12)	(12)	12	-

Line F3					
Activity DACT Projects					
Description Savings to be achieved through minor cuts					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(8)	(8)	8	-

Line F4					
Activity Drug Intervention Prog (DIP) Addaction contract					
Description 1. 16-17 onwards changes made to contract payments when contract is a) put out to tender or b) extended via waiver for 12 months. 2. Reduced coverage in custody suites (shared coverage arrangement with Rotherham DIP from 2016-17). 3. Reduced post prison release engagement work (role to be taken on by NACRO and funded elsewhere).					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(147)	(147)	147	-

Line F6					
Activity Alcohol Strategy and further investment					
Description The new Alcohol Strategy 2016-2020 aims to raise the profile of alcohol related harms and the need for investment in treatment in the city and encourage more individuals to access interventions. This saving is based on offering the contract out at a standstill price and offering the previously agreed additional investment up as a saving.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(128)	(128)	128	-

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	SOCIAL CARE COMMISSIONING (Division)

Description of core purpose of Planning Entity	Commissioning of services for older people, people with mental health problems and learning disabilities including needs assessment, service redesign, market development and contracting.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	8,065	(4,162)	3,902		67.70
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A2				
Activity	PARTNERSHIP FUNDING & CONTRACT				
Description	Funds a range of projects and programmes delivered internally and by Voluntary, Community and Faith Sector and private providers eg Carers provision, Health and Wellbeing Board, development of Health and Social Integration.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.33	266	1,557	1,823	(606)	1,217

Line	A3				
Activity	STAFF & SUPPLIES				
Description	Contract management and commissioning of adult social care services which are delivered by Voluntary, Community and Faith sectors and private providers. Developing the Joint Strategic Needs Assessment and commissioning strategies, eg Carers, prevention, Black and Minority Ethnic, Quality in Care Homes. Partnership contract management for Adult Mental Health; resource management for independent Home Care; monitoring of care homes and other care providers.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
61.37	2,157	4,084	6,242	(3,556)	2,685

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	SOCIAL CARE COMMISSIONING (Division)

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings**

Line	F1					
Activity	PH VCF Small contracts					
Description	10% reduction in cost of small contracts					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(30)	(30)	30	-

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LIBRARIES, ARCHIVES & INFORMAT (Division)

Description of core purpose of Planning Entity	Providing welcoming, safe places* where people of all ages can access and share a range of resources, information and knowledge. (*both physical and 'digital' spaces)
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	5,678	(1,221)	4,456		109.69
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1					
Activity	ASSOCIATE LIBRARIES					
Description	10 Libraries independent of Sheffield City Council now run by volunteer groups which are not part of the Council's Library Service.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	-	-	-	-

Line	A2					
Activity	CENTRAL & COLLECTIONS					
Description	The Sheffield Central Library, the Library Theatre, The Business and Intellectual Property Centre and the management of the council's library collections and its' audience development.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	24.03	687	888	1,576	(201)	1,375

Line	A3					
Activity	CO-DELIVERED LIBRARIES					
Description	5 Libraries which are run by volunteers with Sheffield City Council support by maintaining buildings and providing lending materials not part of the Council's Library service.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.72	27	93	120	(22)	98

Line	A5					
Activity	HERITAGE SERVICES					
Description	Sheffield's Archives and Local Studies Service which also includes records management.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	14.47	414	186	600	(314)	285



Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LIBRARIES, ARCHIVES & INFORMAT (Division)

Line	A6				
Activity	HUB & HOME LIBRARIES				
Description	12 Sheffield City Council Hub Libraries (Tinsley until end of February 2016), including our Home Library Service to people that are not able to access a community library.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
48.94	1,241	355	1,596	(184)	1,413

Line	A7				
Activity	LEADERSHIP TEAM				
Description	The Management Team for the Libraries Archives and Information Service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7.00	318	17	335	(18)	316

Line	A8				
Activity	SERVICE DEVELOPMENT				
Description	Support functions for the Library Archives and Information Service including IT and E-Services, Schools and Children's Library Service and the World Metal Index also come under this section.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14.53	528	636	1,165	(482)	683

Line	A9				
Activity	SPECIAL: PROJECTS/BUDGETS				
Description	Allocation of three year funding (this being year 2) per the cabinet report to run the shortfall on Associate Libraries				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		287	287		287

**Section 2: Pressures (Form Es) - None Identified**

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LOCALITY MANAGEMENT (Division)

Description of core purpose of Planning Entity	Sheffield's wards are grouped into 7 service delivery areas, each made up of 4 wards. Each area has a Local Area Partnership, which will encourage partnership work between Councillors, the public sector, the private sector and the voluntary, community and faith sector. Each Local Area Partnership will focus on tackling 3 or 4 key priorities, which have been informed by the ward plans. To address these priorities service providers will become more integrated and efficient and will work with communities to ensure they become stronger and more resilient.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,445	(1,053)	1,392		17.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CENTRAL COSTS				
Description	Recharged fee income				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	7	7	(45)	(38)

Line	A3				
Activity	LOCALITY AREA				
Description	Sheffield's wards are grouped into 7 Service Delivery Areas, each made up of 4 wards. Each area has a Local Area Partnership which will encourage partnership work between Councillors, the public sector, the private sector and the voluntary, community and faith sector. Each Local Area Partnership will focus on tackling 3 or 4 key priorities, which have been informed by the ward plans. To address these priorities service providers will become more integrated and efficient and will work with communities to ensure they become stronger and more resilient.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
17.00	476	297	774	-	774

Line	A4				
Activity	VOLUNTARY SECTOR				
Description	Supporting the development of the Voluntary Community Faith sector, co-ordination grant funding aid, mainstream council and partnership funding maximising the use of external funding. Cohesion and migration works regionally and nationally to share best practice and ensure a joined up approach to new arrivals to the city. We work with strategic partners on national and international migration issues. We work with Voluntary Community Faith groups on partnership approaches to community cohesion , co-producing a new cohesion strategy for the city.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	1,664	1,664	(1,008)	656

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LOCALITY MANAGEMENT (Division)

**Section 2: Pressures (Form Es) - None Identified**

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings**

Line	F1				
Activity	PH Sheffield Advice				
Description	Potential to trade for other support and medium term funding arrangements				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	(93)	(93)	93	-

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	PUBLIC HEALTH COMMUNITY (Division)

Description of core purpose of Planning Entity	The specific budgets transferred to Communities Portfolio fund the work of the Drug and Alcohol Advice Team covering prevention and treatment of alcohol and drug dependency. The Public Health Commissioning team is funded through the PH grant and covers mental health promotion, long term conditions and work to promote the health of people with learning difficulties and other vulnerable adults. The funding also includes the work of the Community Wellbeing Programme (CWP) team. The CWP is a community based programme operating primarily in the most disadvantaged parts of the City, which builds on community assets to address root causes of ill health, promote healthier lifestyles and facilitate access to health services. The team also covers work to develop the public health role of council staff. The CWP and contracts have recently been included in Integrated Health and Social Care.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,517	(1,506)	11	6.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	COMMUNITIES PH CONTRACTS				
Description	Public Health commissions the voluntary sector to deliver a number of Public Health services for the delivery of the Community Wellbeing Programme, Health Trainers, Health Champions and the Mental Health related services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(73)	1,336	1,262	(1,262)	-

Line	A3				
Activity	COMMUNITIES PH STAFF				
Description	In house provision includes coordination, governance of the Health Trainers service although the operational work of this service is commissioned through Voluntary Community Faith organisations. Health Trainers are largely funded through the Sheffield Clinical Commissioning Group. Work to support people with HIV is directly provided by social care staff.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.00	229	26	255	(244)	11

Line	A4				
Activity	COMMUNITIES PH NON PAY				
Description	The services and supplies non pay budget covers a range of interventions to support the delivery of the key areas of work team including public health campaigns.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	-	-

### Section 2: Pressures (Form Es) - None Identified

### Section 4: Public Health Investments (None Identified)

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	PUBLIC HEALTH COMMUNITY (Division)

**Section 5:Public Health Savings**

Line	F1				
Activity	Communities PH Staff				
Description	A process to consolidate pay savings across Commissioning and Community Services. An estimated loss of posts equivalent to 16 fte.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
16.00	(514)	-	(514)	514	-

Line	F2				
Activity	Communities PH Supplies and Services				
Description	Business support, supplies and services - reduced event budget, business support reduction pro rata to staff				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(100)	(100)	100	-

Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	BUSINESS PLANNING - GEN (Division)

Description of core purpose of Planning Entity	Rents, charges and back office costs associated with the council housing (HRA) business plan.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,305	(519)	786		16.30
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1				
Activity	CENTRAL OVERHEADS				
Description	Costs of running the housing business planning function				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.00	378	4	382	(336)	46

Line	A2				
Activity	SOCIAL HOUSING				
Description	The budgets fall into two categories. 1. The cost of the Housing Business Plan team (much of which is recharged to the HRA) 2. General Fund contributions to the HRA either where services provided benefit not just to tenants but to the wider community, or where the service provided by the Council Housing Service cannot lawfully be funded from the HRA (eg grounds maintenance, nominations to housing associations etc)				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.30	194	729	923	(183)	740

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	CITYWIDE HOUSING SERVICE - GEN (Division)

Description of core purpose of Planning Entity	To provide city wide and specialist housing services focusing on prevention of housing crisis and to support independent living.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,745	(2,119)	2,625		61.11
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	ACCOMMODATION & SUPPORT				
Description	Provision of accommodation, support and related services for Refugees under Gateway Programme, temporary accommodation (including bed and breakfast) for customers owed statutory housing duties and access to supported housing. High support service for families.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
25.99	733	1,182	1,915	(1,403)	512

Line	A2				
Activity	HOUSING OPTIONS & ADVICE				
Description	Statutory homeless services including homeless prevention, homeless assessments and advice about housing problems. Local Assistance Scheme - loans for customers in an emergency and grants to support independent living.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
34.12	1,265	1,375	2,640	(554)	2,085

Line	A3				
Activity	GYPSIES AND TRAVELLERS				
Description	Management of gypsy and traveller sites in the City and support to residents of sites.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	60	130	190	(162)	28

Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	CITYWIDE HOUSING SERVICE - GEN (Division)

**Section 2: Pressures (Form Es) - None Identified**

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

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Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	N-HOODS INT & TENANT SUPP-GEN (Division)

Description of core purpose of Planning Entity	Services to support thriving communities and neighbourhoods. Additionally works with private sector housing provision to improve quality and standards.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,026	(1,524)	502		33.61
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	PRIVATE SECTOR HOUSING					
Description	Work with landlords to ensure private sector properties meet statutory standards: to prevent illegal eviction and harassment of private rented tenants; madatory licensing of Houses in Multiple Occupation (HMO) and enforcement, selective licensing and Empty Homes service.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	22.81	936	275	1,211	(604)	607

Line	A2					
Activity	SAFER COMMUNITIES PARTNERSHIP					
Description	This team is responsible for coordinating the Partnership to deliver the city's Community Safety Strategy, Joint Strategic Intelligence Assessment Action Plan and its statutory duties. This partnership has been developed to bring together all strategic partners - Council, Health, Police, Fire, Probation Services, Voluntary Section and range of other support services to achieve the city's ambition.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	10.80	349	167	516	-	516

Line	A3					
Activity	CENTRAL OVERHEADS					
Description	Cost of delivering the services in the neighbourhoods service.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	299	299	(921)	(622)

Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	N-HOODS INT & TENANT SUPP-GEN (Division)

**Section 2: Pressures (Form Es) - None Identified**

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings**

Line	F1					
Activity	PH Private Sector Housing					
Description	Consolidation of some housing functions across PLACE/Communities					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	1.00	(24)	-	(24)	24	-

Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	SUSTAINABLE CITY (Division)

Description of core purpose of Planning Entity	Sustainable City is responsible for developing the City's Housing Strategy, including the wider growth strategy, as well as leading on the related policy development. The service also acts as the lead on the delivery of wider housing and regeneration programmes, including the Council Housing stock acquisition and new build programme, custom build and Successful Centres programme. The service has responsibility for the management of Housing Capital Investment Programmes, including New Homes Bonus and also provides regional loans service to 21 local authorities. The service has a role to lead on the development of housing and neighbourhood-related energy and sustainability projects and programmes.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,465	(1,596)	(130)	30.76
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	INVESTMENT CLIENT					
Description	Delivers client function for investment					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	4.00	131	2	133	(131)	2

Line	A2					
Activity	LOANS					
Description	The Regional Loans Team provides services to Local Authorities in the wider region which facilitates the provision of loan products to vulnerable households. Loans are funded from a regional fund or by individual local authorities.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3.60	147	24	171	(170)	1

Line	A3					
Activity	REGENERATION					
Description	The Housing and Neighbourhood Regeneration Team is responsible for the development and delivery of a number of regeneration programmes.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	10.62	632	27	659	(570)	89

Line	A4					
Activity	STRATEGIC INVESTMENT					
Description	The Strategic Capital Investment Team is responsible for the overall programme management of the Housing and Neighbourhood Investment Programmes. This includes management of the New Homes Bonus Programme.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	4.54	179	3	183	(154)	29

Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	SUSTAINABLE CITY (Division)

Line	A5				
Activity	STRATEGY & POLICY				
Description	The Strategy and Policy team is responsible for the development and delivery of the Councils Housing Strategy as well as other related housing strategies and policies. This includes housing growth and the provision of new homes, how we make best use of our existing stock and how we support vulnerable people.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.00	212	7	220	(113)	107

Line	A6				
Activity	SUSTAINABLE CITY MANAGEMENT				
Description	Responsible for the overall management of the service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	99	2	100	(458)	(358)

**Section 2: Pressures (Form Es) - None Identified**

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	COMMUNITIES
Service	BUSINESS STRATEGY
Planning Entity	EXECUTIVE & PORTFOLIO-WIDE SER (Division)

Description of core purpose of Planning Entity	Includes the costs of Communities Executive Director and the Business Strategy Management Team (and support), together with central portfolio overheads.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,566	(682)	3,884		124.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	EXECUTIVE				
Description	Executive Director and Business Strategy Management Team and support				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.00	943	23	966	(134)	833

Line	A2				
Activity	PORTFOLIO-WIDE SERVICES				
Description	General, 'central' Communities Portfolio overheads, including the provision of business support services and the Mail and Insurance contracts.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
120.00	2,819	782	3,600	(549)	3,051

### Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Cost of the Sheffield City Council Pay Award for 2016/17.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	400	-	400	-	400

### Section 4: Public Health Investments (None Identified)

### Section 5: Public Health Savings (None Identified)

Directorate	COMMUNITIES
Service	BUSINESS STRATEGY
Planning Entity	PLANNING & PERFORMANCE (Division)

Description of core purpose of Planning Entity	Responsible for business architecture and infrastructure, business intelligence, business systems, performance management, service business planning, financial planning, programme/project management and governance for the Communities Portfolio.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	848	(128)	720		23.48
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1				
Activity	INFO MANAGEMENT & SYSTEMS				
Description	Responsible for business architecture and infrastructure, business intelligence and business systems for the Communities Portfolio.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9.02	408	106	514	(11)	502

Line	A2				
Activity	PERFORMANCE, PLANNING & CHANGE				
Description	Responsible for performance management, service business planning, financial planning, programme/project management and IT system development for the Communities Portfolio.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14.46	311	23	334	(117)	217

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	COMMUNITIES
Service	BUSINESS STRATEGY
Planning Entity	QUALITY AND SAFEGUARDING (Division)

Description of core purpose of Planning Entity	This service includes the Adult Safeguarding, Mental Capacity Act and Deprivation of Liberty Safeguards (DoLS) teams, which are funded through a joint partnership with health, probation, police and fire services. There is also a training element provided primarily for Adult Social Care. Risk management, equalities, professional practice, service user consultation and involvement are also covered in this area.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,510	(530)	1,980		36.01
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	QUALITY AND SAFEGUARDING					
Description	This service includes the Adult Safeguarding, Mental Capacity Act and Deprivation of Liberty Safeguards (DoLS) teams which are funded through a joint partnership with health, probation, police and fire services. There is also a training element provided primarily for Adult Social Care. Risk management, equalities, professional practice, service user consultation and involvement are also covered in this area.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	36.01	959	1,551	2,510	(530)	1,980

### Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Legislation					
Description	Impact of legislation on Deprivation of Liberty - increased volumes of assessments and reviews to be undertaken by the MCA Team.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	500	500	-	500

### Section 4: Public Health Investments (None Identified)

### Section 5: Public Health Savings (None Identified)

# Place

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
Business Strategy and Regulation	39,815	7,885	31,930
Capital & Major Projects	10,624	10,304	319
Creative Sheffield	2,946	1,104	1,842
Culture & Environment	27,390	14,041	13,349
Marketing Sheffield	2,230	1,605	625
Regeneration & Development Services	99,477	18,440	81,037
	<b>182,482</b>	<b>53,379</b>	<b>129,102</b>





Directorate	PLACE
Service	BUSINESS STRATEGY & REGULATION
Planning Entity	BUSINESS STRATEGY & REGULATION (Service)

Description of core purpose of Planning Entity	To ensure the portfolio is strategically well placed in terms of business planning, performance management, resource and investment management, business improvement and change management, resilience and effective Governance. The city is well protected and safe through effective regulation, enforcement and Licensing and that the Council's statutory obligations in this regard are efficiently and effectively discharged.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	39,815	(7,885)	31,930		148.85
Total Savings Made			(1,295)		47.11

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CORONER				
Description	The Coroner's service investigates unexplained deaths, carrying out post-mortems and hosts the Coroner's Court.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.70	336	593	929	(475)	454

Line	A3				
Activity	ENVIRONMENTAL REGULATIONS				
Description	Environmental Regulations covers a range of activities including Environmental Protection, Health Protection, Trading Standards and Pest Control. The majority of activity relates to the implementation of legally enforceable measures. The service exists to keep the city safe and healthy while protecting the environment.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
94.55	3,267	913	4,180	(1,043)	3,137

Line	A5				
Activity	LICENSING				
Description	Delivery of the Council's legal / statutory / non-statutory licensing functions in relation to safety of sports grounds, taxi's, alcohol and entertainment (pubs, clubs, theatres, cinemas. Off licence, take aways etc.) gambling premises (Casino's, betting shops, bingo halls etc) sex establishments, street collections, house to house collections, pet shops, dangerous wild animals etc.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
19.18	703	530	1,233	(1,209)	24

Directorate	PLACE
Service	BUSINESS STRATEGY & REGULATION
Planning Entity	BUSINESS STRATEGY & REGULATION (Service)

Line	A6				
Activity	MEDICO LEGAL				
Description	The Medico legal centre provides mortuary services to the Coroner, supporting the investigation of unexplained deaths.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.60	376	179	555	(66)	489

Line	A7				
Activity	PORTFOLIO WIDE LEADERSHIP & ST				
Description	Business Strategy which covers the Place portfolio, leading on strategic development, organisational capability, resource management, programme and performance management, and internal and corporate controls.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
16.82	386	86	472	(79)	393

Line	A9				
Activity	WASTE MANAGEMENT				
Description	Household waste collection and treatment services provided through outsourced integrated waste management contract with Veolia. The long term contract, to 2036, included the development of the Energy Recovery Facility, enabling the city to recover energy from waste and achieve one of the highest landfill diversion rates in the country. The budget includes a small client team responsible for the management of the contract and development of the strategy for managing waste in the city.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7.00	386	32,059	32,445	(5,013)	27,433

**Section 2: Summary of Pressures (Form Es)**

Line	E1				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	7	7	-	7

Line	E2				
Activity	Inflation				
Description	Provision for Pay increase (1%)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	65	-	65	-	65

Directorate	PLACE
Service	BUSINESS STRATEGY & REGULATION
Planning Entity	BUSINESS STRATEGY & REGULATION (Service)

Line	E3				
Activity	Inflation				
Description	Provision for RPI contract inflation on waste management (1.1%)				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	330	330	-	330

Line	E4				
Activity	Loss of Funding/Income				
Description	Provision to cover falling recycled material prices (£400k) and to reflect revised blue bin contract price (£350k) within the waste management service.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	350	350	400	750

Line	E5				
Activity	Demand				
Description	Provision for increased costs on the waste management contract reflecting 2% increase in waste volumes and increased households (black bins).				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	550	550	-	550

Line	E6				
Activity	Demand				
Description	Provision for planned budget savings now at risk in waste management				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	2,552	2,552	-	2,552

Line	E8				
Activity	Demand				
Description	Provision for costs associated with enforcement operations in the Environmental Regulation service.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	150	150	-	150

Line	E9				
Activity	Loss of Funding/Income				
Description	Reduction in fee income offset by staff saving.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	-	-	39	39

Directorate	PLACE
Service	BUSINESS STRATEGY & REGULATION
Planning Entity	BUSINESS STRATEGY & REGULATION (Service)

### Section 3: Summary of Savings

Line	B5				
Activity	Alternative Savings Plan - Place-wide				
Description	Place organisational reviews as follows :- Management rationalisation (£350k), business support review (£150k) (half year impact).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
30.00	(500)	-	(500)	-	(500)

Line	B8				
Activity	Alternative Savings Plan - Business Strat & Reg				
Description	Sustained improvement review of and reduction in discretionary spend on supplies and services across the service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(75)	(75)	-	(75)

Line	B9				
Activity	Alternative Savings Plan - Business Strat & Reg				
Description	Deletion of 3 (2.5fte) vacant posts in Environmental Regulations.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.50	(75)	-	(75)	-	(75)

Line	B10				
Activity	Alternative Savings Plan - Business Strat & Reg				
Description	Inflationary increases to fees and charges. Greater cost recovery for service provision. Mainly to third parties				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(63)	(63)

Line	B11				
Activity	Alternative Savings Plan - Business Strat & Reg				
Description	Reduction in opening hours of the kennel service (from 13 to 11.5 hrs a day).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(15)	-	(15)	-	(15)

Line	B12				
Activity	Alternative Savings Plan - Business Strat & Reg				
Description	Sustained improvement through deletion of 3 vacant posts.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.00	(79)	-	(79)	-	(79)

Directorate	PLACE
Service	BUSINESS STRATEGY & REGULATION
Planning Entity	BUSINESS STRATEGY & REGULATION (Service)

Line	B13					
Activity	Alternative Savings Plan - Business Strat & Reg					
Description	Reduction in staffing across the service via VER/VS (9 posts).					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	6.90	(238)	-	(238)	-	(238)

Line	B14					
Activity	Alternative Savings Plan - BSR					
Description	Reviews of night time noise (£200k) and permanently staffed 24 hour mortuary service to cease (£50k).					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3.71	(250)	-	(250)	-	(250)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	PLACE
Service	CAPITAL & MAJOR PROJECTS
Planning Entity	CAPITAL & MAJOR PROJECTS (Service)

Description of core purpose of Planning Entity	To lead the City Council's major capital projects – city developments, housing, operational and non-operational buildings and infrastructure. Also responsible for property services, design services, energy management and commercial property including markets. The Service through the Director also provides the Chief Property Officer of the Council, for Corporate property matters reporting to the Executive Director, Resources.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	10,624	(10,304)	319	99.30
Total Savings Made			(713)	8.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1					
Activity	CAPITAL DELIVERY SERVICE					
Description	The development and delivery agent for all council-led and procured building and construction projects. The service ensures that projects, including building, construction and development projects are scoped, developed, procured, delivered and managed as efficiently, economically and successfully as possible whilst delivering the required outcomes to the highest possible quality and ensuring that the requisite corporate processes are followed.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	76.10	3,280	440	3,721	(4,116)	(395)

Line	A2					
Activity	CARBON REDUCTION					
Description	Carbon Reduction Commitment (CRC) Energy Efficiency Scheme - is a mandatory Government scheme administered by the Environment Agency. The Council qualifies as a CRC 'participating organisation' and is required to report annually on energy used by sites and supplies specified under CRC rules, and to buy 1 'carbon allowance' for each tonne of CO2 emitted as a result of using that energy. The CRC budget is for the purchase of carbon allowances and other fees due under the CRC scheme.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	464	464	-	464

Directorate	PLACE
Service	CAPITAL & MAJOR PROJECTS
Planning Entity	CAPITAL & MAJOR PROJECTS (Service)

Line	A4				
Activity	COMMERCIAL ESTATE				
Description	Corporate Asset Strategy, Management of the Commercial, Rural and Agricultural Estates, Client Management of Kier Asset Partnership Services Property Consultancy including, Valuation, Rating Advice, Acquisitions and Disposals, Asset Rationalisation Work, Major Projects Property Negotiation.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.00	355	2,176	2,532	(2,829)	(298)

Line	A5				
Activity	EMERGENCY PLANNING				
Description	The Emergency Planning Shared Service Rotherham & Sheffield is responsible for leading and co-ordinating the council's preparations for, response to and recovery from a major incident which may affect Sheffield. Their plans and actions comply with the Civil Contingencies Act 2004, other government guidance and also take into account the needs of our residents, the emergency services, neighbouring Local Authorities, and other emergency responders.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.20	85	231	317	(111)	206

Line	A7				
Activity	SHEFFIELD RETAIL QUARTER				
Description	The City Council's Primary Objective is to enable the development of an extensive high quality retail led mixed use scheme incorporating leisure, food and drink uses in the City Centre.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(0)	454	454	(524)	(70)

Line	A8				
Activity	SHEFFIELD CITY MARKETS				
Description	Provision of the City and District markets service including operational and staffing costs associated with wholesale, retail, street trading and visiting markets.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15.00	475	2,662	3,137	(2,725)	412



Directorate	PLACE
Service	CAPITAL & MAJOR PROJECTS
Planning Entity	CAPITAL & MAJOR PROJECTS (Service)

### Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Vacant property management costs (inc castle market).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	150	150	-	150

Line	E2				
Activity	Inflation				
Description	Provision for Pay increase (1%)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	44	-	44	-	44

Line	E3				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation .				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	70	70	-	70

Line	E4				
Activity	Loss of Funding/Income				
Description	Reduction in grant (Sustainable Development) and fee (Markets) income, offset by saving on staff costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	137	137

### Section 3: Summary of Savings

Line	B1				
Activity	Council operating costs/infrastructure				
Description	Energy and utilities spend (ref 46). The proposal aims to deliver reductions in the Council's current budget expenditure on Utilities (Electricity, Gas, other heating sources, and Water). This project will help to deliver against the SCC Corporate Plan Priority for "An In-touch Organisation" which states that the Council will "Make the best use of public money to have the greatest impact for Sheffield" and the objective for 2015 – 2018 to access local low carbon energy.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(70)	(70)	-	(70)

Directorate	PLACE
Service	CAPITAL & MAJOR PROJECTS
Planning Entity	CAPITAL & MAJOR PROJECTS (Service)

Line	B2				
Activity	Alternative Savings Plan - Capital & Major Project				
Description	Sustained reduction in cost of Carbon Reduction Tax.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(65)	(65)	-	(65)

Line	B3				
Activity	Alternative Savings Plan - Capital & Major Project				
Description	Reduction in Capital Delivery Service supplies and service spend and reduction of 2 posts within the Sustainability team.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	(79)	(50)	(129)	-	(129)

Line	B4				
Activity	Alternative Savings Plan - Capital & Major Project				
Description	Cost savings in Property and Commercial Estate from the deletion of a vacant post, reduction in system support costs and increased fee income.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(45)	(40)	(85)	(65)	(150)

Line	B5				
Activity	Alternative Savings Plan - Capital & Major Project				
Description	Sheffield Retail Quarter (SRQ) - Interest cost savings and increased rental income.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(41)	(41)	(70)	(111)

Line	B6				
Activity	Alternative Savings Plan - Capital & Major Project				
Description	Reduction in staffing across the service via VER/VS (5 posts).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5.00	(188)	-	(188)	-	(188)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	PLACE
Service	CREATIVE SHEFFIELD
Planning Entity	CREATIVE SHEFFIELD (Service)

Description of core purpose of Planning Entity	Creative Sheffield is the economic development service of the Council. It is responsible for the development, delivery and monitoring of Sheffield's economic strategy as well as delivering business facing services of enterprise, inward investment and sector development. Leads on area regeneration including managing the Council's contractual relationship with the Sheffield Housing Company.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,946	(1,104)	1,842		39.18
Total Savings Made			(215)		1.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	ACCOUNTABLE BODY PROJECTS				
Description	Key economic development projects for which Sheffield City Council acts as the accountable body and/or manages external funding on behalf of Sheffield City Region				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	-	-

Line	A6				
Activity	CITY REGENERATION DIVISION				
Description	The service provides a single focus and client role for planning, funding and delivery of major physical and economic regeneration schemes in three Priority Regeneration Areas - City Centre and Upper and Lower Don Valley and also encompasses the in-house team for the Sheffield Housing Company, an innovative partnership with a major house builder to provide some 2,000 new, quality, affordable homes on Council land.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14.89	368	122	490	(476)	14

Line	A7				
Activity	CS REVENUE				
Description	overheads, management costs and shared resources for the management and operation of Creative Sheffield				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
24.29	1,205	1,251	2,456	(628)	1,828

Directorate	PLACE
Service	CREATIVE SHEFFIELD
Planning Entity	CREATIVE SHEFFIELD (Service)

**Section 2: Summary of Pressures (Form Es)**

Line	E1				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	2	2	-	2

Line	E2				
Activity	Inflation				
Description	Provision for pay increase (1%).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	12	-	12	-	12

**Section 3: Summary of Savings**

Line	B3				
Activity	Alternative Savings Plan - Creative Sheffield				
Description	Transition to new operating model for the Growth Hub (picking up Business Sheffield costs currently incurred by SCC) and increasing income for Accountable Body projects, moving to full cost recovery model.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(170)	(170)

Line	B5				
Activity	Alternative Savings Plan - Creative Sheffield				
Description	Reduction in staffing within the service via VER/VS (1 post).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(45)	-	(45)	-	(45)

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	PLACE
Service	CULTURE & ENVIRONMENT
Planning Entity	CULTURE & ENVIRONMENT (Service)

Description of core purpose of Planning Entity	This service area delivers a range of in-house services and also commissions major sports and cultural services from trusts. Services include:- Parks and Countryside, Activity Sheffield, sports and leisure facilities, city centre management, city events (arts, sports and parks), museums, theatres, galleries and the City Hall.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	27,390	(14,041)	13,349	316.11
Total Savings Made			(2,014)	28.47

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	ACTIVITY SHEFFIELD					
Description	Activity Sheffield particularly targets children/young people and older people. It offers a wide choice of activities through sport, play, and physical activity. It makes a major contribution to the city's health improvement agenda and a positive impact on the city's wider regeneration agendas e.g. community programmes, reducing Anti Social Behaviour, and helping older people become more independent. It creates pride in local communities and increases the skills and confidence of local people.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	12.50	766	128	894	(764)	130

Line	A2					
Activity	ARTS STRATEGY					
Description	Business development and delivering key projects for arts and culture in the city. Specifically, facilitating the implementation of the strategic projects and working with partners and organisations across the city to maximise the impact of culture.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	2.00	64	79	143	-	143

Line	A3					
Activity	BEREAVEMENT SERVICES					
Description	Providing a burial & cremation service, managing City Road and Hutcliffe Wood Crematoria, and 16 Cemeteries across the city. Provision of memorialisation, including bronze plaques, Book of Remembrance.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	42.50	1,436	1,147	2,583	(3,255)	(672)

Directorate	PLACE
Service	CULTURE & ENVIRONMENT
Planning Entity	CULTURE & ENVIRONMENT (Service)

Line	A4				
Activity	CITY CENTRE MANAGEMENT				
Description	To manage the city centre in an efficient and integrated manner to aim to sustain current investment, footfall and retail spend and to attract future investment opportunities. We will effectively manage the city centre spaces and streets to ensure that not only their potential is fully realised, but also that they are effectively maintained in response to increased use, demands and expectations and to manage the city wide CCTV network to ensure it provides an efficient, reliable service to all partners and stakeholders.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
24.50	755	1,143	1,898	(841)	1,057

Line	A5				
Activity	DIRECTOR CULTURE & ENVIRONMENT				
Description	Leadership of the Culture & Environment service key strategies, projects, partnerships and service-wide costs.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	216	34	249	-	249

Line	A6				
Activity	EVENTS				
Description	To provide a city events calendar including city and community events. Through exploiting present and future opportunities the events team will work to maximise the value that events give to the city in terms of profile, economics, creativity and community cohesion. The team will provide a range of delivery methods which will include direct delivery, support to other event owners and commissioning.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.20	310	345	656	(440)	216

Line	A7				
Activity	PARKS AND COUNTRYSIDE				
Description	Management, maintenance and development of the city's parks, green spaces and countryside. Includes parks & public realm, countryside & environment, policy & projects. Key functions include implementing Sheffield's Green & Open Spaces Strategy, tree & woodland management and maintenance, Rangers service, ecology function including biodiversity statutory duty, facility management including sports provision, playgrounds, allotments & community food growing, city, district & local parks, Botanical Gardens, animal farm, community forestry, volunteer partnerships development & support, floral displays, graffiti removal, and visitor and destination facilities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
218.00	6,831	4,701	11,531	(5,720)	5,812

Directorate	PLACE
Service	CULTURE & ENVIRONMENT
Planning Entity	CULTURE & ENVIRONMENT (Service)

Line	A8				
Activity	PARTNERSHIPS & SPECIAL PROJECT				
Description	The Partnerships and Special Projects section deals with the relationships with the leisure/sports and cultural trusts. They all deliver services that are viewed as important to the Council in terms of its strategic objectives and play a key part in influencing the city's economic, social, educational and health priorities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	51	6,755	6,806	(395)	6,411

Line	A9				
Activity	PUBLIC HEALTH				
Description	The purpose of the service is to contribute to Sheffield being a healthy and successful city by: tackling social determinants of ill health, health improvement programmes, tackling inequalities in health, increasing access to services and improving services. The service leads public health action on several key policy areas such as tobacco control interventions to help people to live smoke free lives, obesity and food and environment and health. It supports stakeholders by providing a health perspective to ensure that projects and services have a positive impact on health and provide public health support on some of the root causes of ill health, for example, air quality, and transport issues to help prevent health problems and address health inequalities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.41	189	2,440	2,629	(2,626)	3

**Section 2: Summary of Pressures (Form Es)**

Line	E1				
Activity	Inflation				
Description	Provision for pay increase (1%) on Competitive City activities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	13	-	13	-	13

Line	E2				
Activity	Inflation				
Description	Provision for a pay increase (1%) on Great Place to Live activities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	93	-	93	-	93

Directorate	PLACE
Service	CULTURE & ENVIRONMENT
Planning Entity	CULTURE & ENVIRONMENT (Service)

Line	E3				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation on Competitive City activities..				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	30	30	-	30

Line	E4				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation on Great Place to Live activities..				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	37	37	-	37

**Section 3: Summary of Savings**

Line	B5				
Activity	Streamlining prevention				
Description	Review of Activity Sheffield (ref 183). Proposed option to reduce the service to a small in house team focussed on Community DIY support to groups in targeted deprived areas to fundraise and deliver their own activities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
22.87	(300)	(200)	(500)	-	(500)

Line	B9				
Activity	Alternative Savings Plan - Culture & Env				
Description	Bereavement - savings arising from sustained improvement in income from fees and charges and an increase in prices from 1 April 2016 to match the South Yorkshire average.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(94)	(94)	(200)	(294)

Line	B10				
Activity	Alternative Savings Plan - Culture & Env				
Description	Partnerships and Projects - Sports Facilities - Reduction in sports facilities costs from the three year funding agreement between Sheffield City Trust (SCT) and Sheffield City Council (SCC) between 2015/16 and 2017/18 and the new management arrangements.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(627)	(627)	-	(627)



Directorate	PLACE
Service	CULTURE & ENVIRONMENT
Planning Entity	CULTURE & ENVIRONMENT (Service)

Line	B11				
Activity	Alternative Savings Plan - Culture & Env				
Description	Reduction in staffing across the service via VER/VS (4 posts).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.60	(135)	-	(135)	-	(135)

Line	B12				
Activity	Alternative Savings Plan - Culture & Env				
Description	Events - Reductions in funding for Athletics, Squash and Off the Shelf events in 2016/17. Possible opportunity for third party to re-model and re-launch Off the Shelf and staffing efficiency.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	(53)	(24)	(77)	(29)	(106)

Line	B13				
Activity	Alternative Savings Plan - Culture & Env				
Description	City Centre Management - saving arising from sustained improvement in net cost of service, together with mid evening shut down of fountains and other general efficiencies across the service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(116)	(116)	-	(116)

Line	B15				
Activity	Alternative Savings Plan - Culture & Env				
Description	Parks and Countryside - 15% reduction in contract payments to Sheffield Wildlife Trust, Green Estate, Yorkshire Wildlife Trust and Sheffield Landscape Trust and increased income from car parking (40p to 50p) and concessions/traders.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(45)	(45)	(30)	(75)

Line	B16				
Activity	Alternative Savings Plan - Culture & Env				
Description	Increased parks Income				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	50	50	(100)	(50)

Line	B17				
Activity	Alternative Savings Plan - Culture & Env				
Description	Parks and Countryside - 2% increase on charges to Housing Contract				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(68)	(68)

Directorate	PLACE
Service	CULTURE & ENVIRONMENT
Planning Entity	CULTURE & ENVIRONMENT (Service)

Line	B18				
Activity	Alternative Savings Plan - Culture & Env				
Description	Director Culture and Environment- Sustained reductions in admin costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(43)	(43)	-	(43)

**Section 4:Public Health Investments**

Line	G1				
Activity	Provision of Business Support				
Description	Provision of minimal business support staffing to the Public Health Service				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	10	-	10	(10)	-

**Section 5:Public Health Savings**

Line	F1				
Activity	Public Health staffing restructure				
Description	Review of existing staffing resources to include deletion of two posts frozen since 2014/15 and agreement to voluntary severance for two existing posts.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.00	(144)	-	(144)	144	-

Line	F2				
Activity	Not Renewing East End Air Quality of Life contract				
Description	Contract ends 31st March 2016				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(54)	(54)	54	-

Line	F3				
Activity	Not Renewing Tobacco, Kenyon Fraser Comms contract				
Description	Contract ends 31 March 2016.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(50)	(50)	50	-

Line	F4				
Activity	End Tobacco, Unique Improvements contract				
Description	Mutually agreed early termination of contract.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(20)	(20)	20	-

Directorate	PLACE
Service	CULTURE & ENVIRONMENT
Planning Entity	CULTURE & ENVIRONMENT (Service)

Line	F5				
Activity	Not Renewing Physical Activity Movemore Officer				
Description	Movemore officer no longer in post, therefore not requesting further funding for 2016/17.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(34)	(34)	34	-

Line	F6				
Activity	Reduce Weight Management - Henry contract (0-4)				
Description	Efficiency savings in Management costs (should not affect front line service.)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(15)	(15)	15	-

Directorate	PLACE
Service	MARKETING SHEFFIELD
Planning Entity	MARKETING SHEFFIELD (Division)

Description of core purpose of Planning Entity	Strategic marketing of Sheffield as a destination to key target audiences of trade, talent and tourism.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,230	(1,605)	625	8.20
Total Savings Made			(119)	1.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	MAJOR EVENTS				
Description	Commissioning major events including World Snooker, DocFest and MADE festival				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	1,250	1,250	(640)	610

Line	A2				
Activity	MARKETING SHEFFIELD				
Description	Strategic Marketing of Sheffield as a destination to key target audiences of Trade, Talent and Tourism. This involves Trade Marketing of the city through the creation of on-line and off-line marketing materials and strategic business events such as the MADE Festival, The Global Manufacturing Festival and the 100 Years of Stainless Steel initiative in 2013. Marketing Sheffield is also responsible for driving the visitor economy, this includes operating the Tourist Information Centre, the Welcome to Sheffield website/guide, and partnerships with national Tourism agency and relevant regional Tourism partners. Marketing Sheffield also operates the Sheffield Convention Bureau - attracting high profile conferences and exhibitions to the city. This activity is spearheaded by a Sheffield Conference Ambassador Programme.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.20	396	584	980	(965)	15

Directorate	PLACE
Service	MARKETING SHEFFIELD
Planning Entity	MARKETING SHEFFIELD (Division)

**Section 2: Summary of Pressures (Form Es)**

Line	E1				
Activity	Inflation				
Description	Provision for pay inflation (1%).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	3	-	3	-	3

Line	E2				
Activity	Loss of Funding/Income				
Description	No General Fund for Marketing Sheffield. Savings on staff and events proposed to mitigate this pressure.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	98	21	119	-	119

**Section 3: Summary of Savings**

Line	B2				
Activity	Alternative Savings Plan - Marketing Sheffield				
Description	Reduction in expenditure on Major Projects				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(21)	(21)	-	(21)

Line	B3				
Activity	Alternative Savings Plan - Marketing Sheffield				
Description	Reduction in staffing costs within the service via VER/VS.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(98)	-	(98)	-	(98)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Description of core purpose of Planning Entity	Regeneration and Development Services is responsible for the physical development of the City and promoting sustainable regeneration. This includes regeneration of Neighbourhoods and the City Centre; Spatial Development plans, development management, urban design and environmental planning; Building Standards and flood prevention; All client Highway Services including car parking and traffic information and control; Transport policy and programmes, and air quality management.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	99,477	(18,440)	81,037		335.32
Total Savings Made			(5,187)		15.55

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A2					
Activity	HIGHWAY MAINTENANCE DIVISION					
Description	Management of the Streets Ahead Contract Provision of a Development Control and Adoptions Service Provision of a Highways Records Service Delivery of Highways related infrastructure programme and works Provision of a Flood & Water Management Regulatory Service					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	51.44	2,880	56,839	59,719	(1,535)	58,184

Line	A3					
Activity	MANAGEMENT & SUPPORT DEVS					
Description	Provides management, administration and general support for Development Services					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3.43	200	112	312	-	312

Line	A4					
Activity	PLANNING SERVICES					
Description	Statutory planning and building control service, including plan making, development management and projects. Support housing and economic regeneration and delivery and strategic core priorities to achieve a Competitive City and a Great Place to Live. To prepare planning briefs for key sites, protect what is special about Sheffield including it's Conservation Areas and Listed Buildings and achieve design quality in new development. To design major new greenspace and public realm and South Street park. Includes Building Standards trading account, the externally funded South Yorkshire Forest Partnership and the jointly funded South Yorkshire Archaeology Service.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	121.77	4,201	552	4,753	(3,828)	925

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Line	A5				
Activity	PRECEPTS AND LEVIES				
Description	<p>The Environment Agency charge Sheffield City Council a levy to cover flood defence for main rivers in the Sheffield area. Flood defence money is spent on the construction of new flood defence schemes, the maintenance of the river system and existing flood defences and the flood warning system.</p> <p>Sheffield City Council procures a core bus service via South Yorkshire Passenger Transport Executive to serve Sheffield on Boxing Day and New Year's Day and assist people travelling around the city, when no commercial operators run.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	25,706	25,706	-	25,706

Line	A7				
Activity	TRANSPORT TRAFFIC & PARKING SE				
Description	<p>To plan, administer, co-ordinate and regulate activities on the City's highways in order to provide for the safe and efficient movement of people and goods around Sheffield.</p> <p>Main service areas within Transport, Traffic and Parking Services (TTAPS) are :</p> <p>Transport Planning.  Road Safety and School Crossing Patrol Wardens.  Highway Network Management, including Highway Coordination and Intelligent Transport Systems.  Transport and Traffic Design &amp; Delivery, including Traffic Regulations.  Transport Traffic &amp; Parking Services Business Management, including Public Rights of Way and Air Quality.  Parking Services.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
158.68	5,312	3,675	8,987	(13,077)	(4,090)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

**Section 2: Summary of Pressures (Form Es)**

Line E1					
Activity Inflation					
Description Provision for Pay increase (1%) on Competitive City activities.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	75	-	75	-	75

Line E2					
Activity Inflation					
Description Provision for Pay increase (1%) on Great Place to Live activities.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	65	-	65	-	65

Line E3					
Activity Inflation					
Description Provision for energy (7.5%) and rent/rates (2.3%) inflation on Competitive City activities.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	25	25	-	25

Line E4					
Activity Inflation					
Description Provision for energy (7.5%) and rent/rates (2.3%) inflation on Great Place to Live activities.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	1	1	-	1

Line E5					
Activity Loss of Funding/Income					
Description Provision for planned budget savings now at risk in Streets Ahead					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	4,683	4,683	-	4,683

Line E6					
Activity Loss of Funding/Income					
Description Shortfall in funding for current staffing establishment to be mitigated through saving proposals that delete vacant posts.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	438	-	438	-	438



Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Line	E7				
Activity	Loss of Funding/Income				
Description	Loss of funding in South Yorkshire Forest mitigated by a staffing reduction.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	62	62

**Section 3: Summary of Savings**

Line	B1				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Reduction in staffing costs (Rights of Way and Network Management).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(67)	-	(67)	-	(67)

Line	B2				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Costs reduced as a result of improvements to the Urban Traffic Control system				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(40)	(40)	-	(40)

Line	B4				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Reduction in staffing across the service via VER/VS.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.55	(451)	-	(451)	-	(451)

Line	B5				
Activity	Contracts				
Description	Public transport levy savings negotiated through efficiencies (ref 192). The SYPTE carry out a 5 stage process for identifying savings to the ITA Levy. The expectation from Local authorities is that this will deliver a 10% saving in 16/17. This would be a £6.839m reduction in Levy. The SYPTE have identified £5.828m of savings to date or 8.4% -. Further work is underway to identify further savings proposals to bridge the shortfall. The majority of savings are non-customer facing (e.g. refinancing - £1.877m) but there are some proposals that will impact on customers				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(885)	(885)	-	(885)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Line	B6				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Put up Peripheral Parking Zone Charges by 10p from July 2016 and money will be re-invested in the Transport and Parking Services budget.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	-	-	(135)	(135)

Line	B7				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Reduced costs of operating Parking Services from implementation of operational reviews.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	(100)	(75)	(175)	-	(175)

Line	B8				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Increased income in Parking Services from implementing Beats and Routes Review, evening patrols, PCN processing etc				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	-	-	(200)	(200)

Line	B9				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Additional sustained improvement of reduced net cost within Highways and Highway Network Management.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	(262)	-	(262)	-	(262)

Line	B11				
Activity	Contracts				
Description	Cheaper Streets Ahead contract refinancing (ref 112). The proposal is seeking new financing terms from lenders to the Streets Ahead contract. No impact on service provision.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(600)	(600)	-	(600)

Line	B12				
Activity	Value Based Commercialisation				
Description	Blue badge anti-fraud initiative (ref 10). Proposal for anti-fraud initiatives to increase "Pay and Display" income from introducing a tightening of the governance and auditory process around "Pay and Display" .				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	-	-	(100)	(100)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Line	B13				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Charge more work done by Flood and Water Management Team to capital schemes and developers seeking drainage advice.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(128)	(128)

Line	B15				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Levers to release savings on Streets Ahead.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(745)	(745)	-	(745)

Line	B16				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Cut discretionary spend budgets further				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(140)	(140)	-	(140)

Line	B17				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Commercialise highway assets, advertising on litter bins and street lighting.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(20)	(20)

Line	B18				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Increase HMD charges on capital schemes from 2.5% to 5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(60)	(60)

Line	B19				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Highways Development Control - reduce support to Development Management on planning applications/ increased income on Section 278, Section 38 and vehicle crossing applications				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(65)	(65)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Line	B21				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Not lighting currently unlit areas and implementing new national lighting standards.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(180)	(180)	-	(180)

Line	B26				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Delete Principal, Planning Officer and Admin posts in Forward and Area Planning and replace with 2 Assistant Planning Officer posts				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(38)	-	(38)	-	(38)

Line	B27				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Delete Principal Planning Officer post (Local Plan lead) in FAP				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(50)	-	(50)	-	(50)

Line	B28				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Further income in FAP				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(10)	(10)

Line	B29				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Delete vacant Landscape post in Urban and Environmental Design				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(33)	-	(33)	-	(33)

Line	B31				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	10% cut in South Yorkshire Archaeological Service				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(5)	(5)	-	(5)

Line	B33				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Savings in Development Management Admin				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(17)	(13)	(30)	-	(30)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Line	B34				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Additional planning application fee income				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(208)	(208)

Line	B35				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Savings in Development Management				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(24)	-	(24)	-	(24)

Line	B36				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Savings in Building Standards				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(5)	-	(5)	(6)	(11)

Line	B37				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Highway Network Management – sustained improvement in income				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(220)	(220)

Line	B38				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Savings in supplies and Services budgets (Including parking machine replacement)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(200)	(200)	-	(200)

Line	B40				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Full cost recovery of work within transport capital and revenue programmes. (£90k). Increase fee for H markings (£5k) and additional income from charging external bodies for network management time.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(105)	(105)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SER
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**



## Policy, Performance & Communications

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
Policy, Performance & Communications	4,393	2,358	2,035
Public Health	1,453	1,588	-135
	<b>5,846</b>	<b>3,946</b>	<b>1,900</b>





Directorate	POLICY PERFORMANCE AND COMMS
Service	POLICY, PERFORMANCE & COMMS SE
Planning Entity	POLICY, PERFORMANCE & COMMS SE (Service)

Description of core purpose of Planning Entity	The Policy, Performance and Communications service provides a range of strategic support functions to the Council across the broad functional areas of policy, performance, analysis, research, evaluation, equalities and involvement. It also has delivery responsibility for critical elements of the Council's democratic role - elections and scrutiny.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	4,393	(2,358)	2,035	72.70
Total Savings Made			(63)	0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	COMMUNICATIONS					
Description	The Communications team helps the Council get its message across, to make sure the people of Sheffield know what their Council is doing for them, and what services and support are available to them. We provide a full range of communications support for the Council including liaison with the media; development and implementation of marketing campaigns; print buying and design services; and internal communications with staff (including support for the intranet).					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	37.51	1,325	203	1,528	(1,987)	(459)

Line	A2					
Activity	ELECTIONS					
Description	The elections team is responsible for all aspects of the electoral process, including electoral registration, and the planning and delivery of all local, parliamentary and European elections, as well as any local or national or referenda					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	8.20	315	507	822	(10)	812

Line	A3					
Activity	EQUALITIES & INVOLVEMENT					
Description	The Elections, Equalities and Involvement Team brings together support for key elements of the democratic accountability role of the Council – elections and registration, the Scrutiny function, and policy development on social justice, fairness, equality and involvement issues. It also ensures the council meets the full range of Equalities and Consultation duties.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	4.68	277	122	399	-	399

Directorate	POLICY PERFORMANCE AND COMMS
Service	POLICY, PERFORMANCE & COMMS SE
Planning Entity	POLICY, PERFORMANCE & COMMS SE (Service)

Line	A5				
Activity	PERF & RES				
Description	The Performance and Research Team is responsible for providing performance management, research and analysis functions for the Council. This covers a wide range of areas, including internal performance management, service and business planning, workforce opinion survey, demographic and other statistical analysis, survey & consultation support, and spatial analysis. The team supports work carried out across all portfolios inn the Council				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.11	230	51	282	(30)	252

Line	A6				
Activity	POLICY & IMPROVEMENT				
Description	The Policy and Improvement Team has two main goals: Making the case for improvement and public service reform, driving forward new thinking and new ideas across the organisation and across the city, working with a range of partners Supporting the organisation to develop strategy and to plan its business accordingly				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.55	872	155	1,026	-	1,026

Line	A7				
Activity	PUBLIC HEALTH - INTELLIGENCE				
Description	The Public Health Intelligence Team has responsibility for surveillance, monitoring and assessment of health and wellbeing and the determinants of health and wellbeing. It also leads on the development of the public health evidence base and knowledge.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5.65	320	17	337	(331)	6

**Section 2: Summary of Pressures (Form Es)**

Line	E1				
Activity	Legislation				
Description	Pay Award				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	32	-	32	-	32

Directorate	POLICY PERFORMANCE AND COMMS
Service	POLICY, PERFORMANCE & COMMS SE
Planning Entity	POLICY, PERFORMANCE & COMMS SE (Service)

Line	E2				
Activity	Legislation				
Description	Impact of introduction of Individual Electoral Registration				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	100	-	100	-	100

**Section 3: Summary of Savings**

Line	B1				
Activity	Advertising Contract				
Description	Retendering of advertising contract				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(63)	(63)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	POLICY PERFORMANCE AND COMMS
Service	PUBLIC HEALTH - DCEX
Planning Entity	PUBLIC HEALTH - DCEX (Service)

Description of core purpose of Planning Entity	The Director of Public Health office, including spend on key health contracts, such as GP Health checks.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,453	(1,588)	(135)		12.19
Total Savings Made			-		2.50

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	PUBLIC HEALTH - DPH				
Description	.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.19	837	616	1,453	(1,588)	(135)

### Section 2: Pressures (Form Es) - None Identified

### Section 4: Public Health Investments

Line	G1				
Activity	Public Health -Director of Public health				
Description	Additional 2.5 posts in total: : 0.5 Consultant in Public health/PH Medicine; 1.0 Deputy DPH; 1.0 Health Improvement Principal. This strengthens public health consultant support to portfolios and in addition strengthens health protection.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.50	183	-	183	(183)	-

Directorate	POLICY PERFORMANCE AND COMMS
Service	PUBLIC HEALTH - DCEX
Planning Entity	PUBLIC HEALTH - DCEX (Service)

**Section 5:Public Health Savings**

Line	F1					
Activity	DPH Office					
Description	Reduction in funding for GP Health checks. Remaining budget of £231k will be targeted at those most in need.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(169)	(169)	169	-

Line	F3					
Activity	PPC Public Health Intelligence					
Description	Deletion of Analyst post					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	1.00	(24)	-	(24)	24	-



# Resources

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
Business Change Information Solutions	3,308	2,346	962
Commercial Services	1,905	1,190	715
Commercial Services Savings	0	2,068	-2,068
Customer Services	5,509	3,788	1,721
Finance	6,792	2,391	4,401
Human Resources	5,097	1,687	3,410
Legal Services	6,101	2,571	3,530
Resources Management & Planning	715	541	174
Transport and Facilities Management	31,592	16,698	14,894
Sub-total	<u>61,019</u>	<u>33,280</u>	<u>27,739</u>
<u>Central Costs</u>			
Central Costs	10,945	8,573	2,372
Finance - Capita	10,734	21	10,713
Housing Benefit	195,985	195,579	406
Human Resources - Capita	2,668	141	2,527
ICT - Capita	10,594	2,127	8,467
Sub-total	<u>230,926</u>	<u>206,441</u>	<u>24,485</u>
	<b>291,945</b>	<b>239,721</b>	<b>52,224</b>





Directorate	RESOURCES
Service	BUSINESS CHANGE & INFO SOLNS
Planning Entity	BUSINESS CHANGE & INFO SOLNS (Service)

Description of core purpose of Planning Entity	The Business Change and Information Solutions Service makes change happen across SCC by supporting the implementation of change across the business. Changes may involve process re-engineering, technology implementation, cultural change and organisational redesign. We provide guidance and support relating to the management of the council's information technology (IT) to ensure that they are exploited effectively; we drive information and knowledge management through the development of a number of strategies, policies and procedures that underpin how information is managed and used across the council; we assure that the service delivered by our ICT Partners meets the agreed SLA performance criteria in terms of day-to-day business, client-driven and planned ICT changes and all elements of charging and billing, driving the improvement of the service delivered by our partner and suppliers.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	3,308	(2,346)	962	51.81
Total Savings Made			(290)	4.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CORE BUSINESS ICT					
Description	Business Information Solutions (BIS) and Business Change and Programme Delivery (BCPD) is responsible for the strategy, governance, assurance and policy setting relating to ICT activity across Sheffield City Council and associated partners. This includes governance and assurance of the outsourced ICT contract with Capita.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	51.81	3,150	158	3,308	(2,346)	962

### Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Pay Award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	34	-	34	-	34

Line	E2					
Activity	Loss of Funding/Income					
Description	Loss of income from other portfolios as a result of changing activity and demand					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	-	-	150	150

Directorate	RESOURCES
Service	BUSINESS CHANGE & INFO SOLNS
Planning Entity	BUSINESS CHANGE & INFO SOLNS (Service)

**Section 3: Summary of Savings**

Line	B1				
Activity	IT Rationalisation				
Description	Review of use of IT Applications to consolidate systems and licences				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	(60)	(60)	-	(60)

Line	B2				
Activity	Review of Management Structure				
Description	BCIS will shortly undergo a level of review in order to ensure it is aligned to the new sourcing approach to ICT, the delivery of the digital strategy and recognising the changing needs of the organisation.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
4.00	(230)	-	(230)	-	(230)

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	RESOURCES
Service	COMMERCIAL SERVICES
Planning Entity	COMMERCIAL SERVICES (Service)

Description of core purpose of Planning Entity	To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,905	(1,190)	715		31.16
Total Savings Made			(120)		3.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A3				
Activity	COMMERCIAL SERVICES				
Description	To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
31.16	1,787	118	1,905	(1,190)	715

### Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Income shortfall in contract management				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	114	114

Line	E2				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	19	-	19	-	19

Line	E3				
Activity	Loss of Funding/Income				
Description	Loss of income from other portfolios as a result of changing activity and demand				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	120	120

Directorate	RESOURCES
Service	COMMERCIAL SERVICES
Planning Entity	COMMERCIAL SERVICES (Service)

**Section 3: Summary of Savings**

Line	B1					
Activity	Review of staffing structure					
Description	Review of staffing structure in Commercial Services to meet changing levels of activity and demand					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3.00	(120)	-	(120)	-	(120)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	RESOURCES
Service	COMMERCIAL SERVICES (SAVINGS)
Planning Entity	COMMERCIAL SERVICES (SAVINGS) (Service)

Description of core purpose of Planning Entity	This service is to deliver savings through the tendering of goods and services under contracts which represent best value for the Council.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	-	(2,068)	(2,068)		0.00
Total Savings Made			(200)		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	COMMERCIAL SERVICES				
Description	This service is to deliver savings through the tendering of goods and services under contracts which represent best value for the Council				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(2,068)	(2,068)

### Section 2: Pressures (Form Es) - None Identified

### Section 3: Summary of Savings

Line	B1				
Activity	Review of Agency Contract				
Description	Contract price negotiations on agency and interim providers pending review of delivery model including exploring the possibility of setting up a council owned agency that would deliver temporary staffing to SCC with the option of wider service to other organisations in the region				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(200)	(200)

### Section 4: Public Health Investments (None Identified)

### Section 5: Public Health Savings (None Identified)

Directorate	RESOURCES
Service	CUSTOMER SERVICES
Planning Entity	CUSTOMER SERVICES (Service)

Description of core purpose of Planning Entity	Customer Services fulfils three key roles in delivering the Customer Focus objectives in our Corporate Plan: we provide the Council's In-Person and Telephone customer access services through First Point offices and the Corporate Contact Centre. We also deliver a number of specialist services and support for external and internal customers. We are leading the Council's Customer Focus Transformation Programme.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	5,509	(3,788)	1,721		119.04
Total Savings Made			(200)		2.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CUSTOMER SERVICES				
Description	Provision of the Council's in-person and telephone customer services through First Point offices and the corporate contact centre as well as provision of a number of specialist services and support for external and internal customers				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
119.04	4,238	1,271	5,509	(3,788)	1,721

### Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	43	-	43	-	43

### Section 3: Summary of Savings

Line	B1				
Activity	Customer Services Redesign				
Description	Posts not required as result of change to online applications				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	(50)	(150)	(200)	-	(200)

Directorate	RESOURCES
Service	CUSTOMER SERVICES
Planning Entity	CUSTOMER SERVICES (Service)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**



Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Description of core purpose of Planning Entity	The Finance service provides an effective financial management framework, with financial leadership for the Council through strategic business and financial planning, provision of financial advice and information for service managers and elected members. The Finance service adopts a business partner approach, one of support and challenge, to the Council's service portfolios. It also manages the finance contract with an outsourced provider for finance business transactions, administering housing and council tax benefits and collection of council tax and business rates.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	6,792	(2,391)	4,401		132.05
Total Savings Made			(340)		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	BUSINESS PARTNERING				
Description	The business partner approach develops the strategic link between key financial and accounting requirements and resource planning in the portfolios. It provides financial support, advice and challenge to the normal business in each portfolio				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
54.48	2,337	179	2,516	(1,102)	1,414

Line	A2				
Activity	EXT FUNDING/ CAPITAL				
Description	External funding team undertake a strategic co-ordination and control function with regard to all external funding and develop and ensure compliance with council wide processes for Revenue and Capital external funding				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11.59	437	21	458	(48)	410

Line	A3				
Activity	FINANCE LEADERSHIP TEAM				
Description	FLT provide the leadership and management for the Finance service, advise the Council Senior Management team and elected members in developing and implementing the strategic plan and support them in resourcing and delivering the Council's strategic objectives sustainably and in the public interest. FLT lead the promotion and delivery of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7.00	613	(172)	441	(235)	206

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A4				
Activity	FSSG/ STRATEGIC FINANCE				
Description	<p>FSSG are responsible for the provision, configuration, maintenance and development of the Council's financial and associated systems as well as maintaining and developing financial processes and provision of financial and system training.</p> <p>Strategic Finance co-ordinate the strategic financial planning processes i.e. the budget setting and medium term planning processes. Co-ordinate the financial reporting processes including the provision of monthly budget monitoring reports and production of the annual statement of accounts, the financial management of the council's balance sheet and fixed and current asset base.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18.90	949	368	1,316	-	1,316

Line	A5				
Activity	ICAM/ REVS & BENS				
Description	<p>Revenues and Benefits client team are responsible for ensuring the service standards in the Capita contract are achieved, ensuring statutory functions are delivered. Income Collection and Management team are responsible for the centralised debt recovery to collect the Council's sundry debt arrears and developing the protocols and best practice for debt recovery in the council.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18.13	792	156	947	(378)	570

Line	A6				
Activity	INTERNAL AUDIT				
Description	<p>An assurance function that primarily provides an independent and objective opinion to the organisation on the control environment. The majority of reviews undertaken are risk based audits of services and functions across the Council. They assess management's treatment of risk and undertake reactive (fraud) investigations and pro active counter fraud initiatives. There is a statutory responsibility under the Accounts and Audit regulations for the authority to maintain an adequate and effective Internal Audit function. It contributes to the discharge of the statutory responsibilities (proper financial arrangements) associated with the designated Chief Financial Officer (section 151 officer). Forms a key part of the Corporate Governance arrangements of the Authority and contributes to the production of the Annual Governance Statement.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10.35	485	32	517	-	517

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A7				
Activity	PROJECT & COMMERCIAL				
Description	Provides financial support to large, complex or cross cutting projects and major contractual or partnership relationships to ensure that the benefits are optimised and subject to an appropriate allocation of risk. Also provide taxation advice and support so as to ensure that the Council operates in the most tax efficient way and complies with all relevant legislation and regulations. The management of the Council's banking arrangements, investment and borrowing.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11.60	574	22	596	(628)	(33)

**Section 2: Summary of Pressures (Form Es)**

Line	E1				
Activity	Inflation				
Description	Increased annual maintenance charges for AIM income system				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	25	25	-	25

Line	E2				
Activity	Loss of Funding/Income				
Description	Net loss of income from schools bursar service				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	30	30

Line	E3				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	63	-	63	-	63

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

**Section 3: Summary of Savings**

Line	B1				
Activity	Replacement Finance System				
Description	To fully replace the existing finance system with an alternative of equal or improved functionality at a reduced cost. The current system is an expensive Enterprise Resource System (ERP) incurring a high level of support costs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(300)	(300)	-	(300)

Line	B2				
Activity	Review of Recharges				
Description	Review recharges to Combined Authority and Externally Funded projects to ensure all costs are recovered				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(40)	(40)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	RESOURCES
Service	HUMAN RESOURCES
Planning Entity	HUMAN RESOURCES (Service)

Description of core purpose of Planning Entity	The OD/HR Service comprises Occupational Health, Health and Safety, Learning and Development, HR Policy and Strategy, HR Advisory, Employee Relations and management of the Capita contract. It is responsible for the lead on all people policy and practice within Sheffield City Council.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	5,097	(1,687)	3,410	100.84
Total Savings Made			(150)	4.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A3				
Activity	HR CORE				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
67.94	3,375	692	4,067	(1,510)	2,557

Line	A5				
Activity	HR OTHER				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
32.90	996	35	1,031	(177)	853

### Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	42	-	42	-	42

Directorate	RESOURCES
Service	HUMAN RESOURCES
Planning Entity	HUMAN RESOURCES (Service)

**Section 3: Summary of Savings**

Line	B1				
Activity	Staffing Reductions				
Description	Offer a VER/VES scheme to generate staff efficiencies that do not impact on service delivery				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
4.00	(150)	-	(150)	-	(150)

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	RESOURCES
Service	LEGAL SERVICES
Planning Entity	LEGAL SERVICES (Service)

Description of core purpose of Planning Entity	Legal Services provide best value services and strong leadership, making it "easy to do the right thing". We provide a high quality legal service to meet the needs of the Council and individual portfolios and to ensure the Council carries out all aspects of its functions lawfully. We respond efficiently and effectively to requests for advice and are at the heart of proactive decision making.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	6,101	(2,571)	3,530	85.28
Total Savings Made			(28)	0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1					
Activity	DEMOCRATIC SERVICES					
Description	Manage the democratic process and member development programme. This involves supporting and servicing a wide range of Council meetings including Full Council, Cabinet, Scrutiny Committees, Planning and Highway Committees, Licensing Committees, and the Audit Committee.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	10.60	324	69	394	(113)	281

Line	A2					
Activity	LEGAL SERVICES					
Description	To provide high quality legal advice regarding people to ensure the Council acts lawfully and satisfies its statutory obligations					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	53.10	2,716	85	2,801	(1,971)	830

Line	A4					
Activity	LEGAL -BUSINESS SERVICES					
Description	Deliver value for money Statutory and Regulatory Services including the Director and Assistant Directors salaries, Practice Management, trainee solicitor costs, monitoring officer and Local Land Charges.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	8.08	558	301	859	(484)	375

Directorate	RESOURCES
Service	LEGAL SERVICES
Planning Entity	LEGAL SERVICES (Service)

Line	A5				
Activity	MEMBERS' BUDGETS				
Description	Provide a range of support for elected members. Provide and administer allowances for elected members including special responsibility and basic allowances, travel expenses, training and conference costs				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	1,440	1,440	(3)	1,437

Line	A6				
Activity	MEMBER SERVICES				
Description	High quality administrative and secretarial support to Elected Members including running the Lord Mayor's office.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
13.50	515	92	608		608

**Section 2: Summary of Pressures (Form Es)**

Line	E1				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	41	-	41	-	41

**Section 3: Summary of Savings**

Line	B1				
Activity	Members Superannuation				
Description	Changes in pension regulations has resulted in pension cost reductions for Members allowances. This is the full year effect of changes that are already in place.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(28)	(28)	-	(28)



Directorate	RESOURCES
Service	LEGAL SERVICES
Planning Entity	LEGAL SERVICES (Service)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	RESOURCES
Service	RESOURCES MANAGEMENT & PLANNING
Planning Entity	RESOURCES MANAGEMENT & PLANNING (Service)

Description of core purpose of Planning Entity	The service includes the Executive Management for Resources, the Council's insurance and risk service and also the Business Support function for the Resources portfolio.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	715	(541)	174		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	IRM & MANAGEMENT					
Description	Management of the Councils insurance service, insurance funds and provisions, risk management strategy and framework and the Resources Business Support function.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	417	148	565	(541)	24

Line	A2					
Activity	MANAGEMENT					
Description	Resources directorate executive management.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	165	(15)	150	-	150

### Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Pay Award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	6	-	6	-	6

Directorate	RESOURCES
Service	RESOURCES MANAGEMENT & PLANNING
Planning Entity	RESOURCES MANAGEMENT & PLANNING (Service)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	RESOURCES
Service	TRANSPORT AND FACILITIES MGT
Planning Entity	TRANSPORT AND FACILITIES MGT (Service)

Description of core purpose of Planning Entity	The Transport and Facilities Management Service provides effective management and provision of SEN home to school and adult/CYP social care transport services. Procurement and hire of vehicles, management of strategic transport contracts. Vehicle maintenance, servicing and MOT testing, support and advice on vehicle specifications, transport legislation and risk management. We provide facilities services for all Council owned property excluding Housing. This work includes ensuring Health & Safety compliance with respect to property, the management of PFI contracts on schools and offices and the Maintenance contracts and Cleaning contracts.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	31,592	(16,698)	14,894		187.67
Total Savings Made			(800)		9.80

NB all monetary amounts shown in £'000s

### Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	ASSET MANAGEMENT				
Description	Facilities Services for all Council owned property excluding Housing. The services include the external contract client Kier Asset Partnership Services. This service includes the management and operation of all buildings including any statutory records and compliance requirements.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
58.99	2,561	18,973	21,534	(7,887)	13,647

Line	A2				
Activity	CENTRAL TRANSPORT				
Description	The service transports children with special needs to school, adults to day venues and residents with difficult access to health, leisure and well being.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
95.35	3,245	679	3,924	(5,107)	(1,183)

Line	A3				
Activity	FLEET MANAGEMENT				
Description	Procurement and hire of vehicles built to manufacturers latest specifications and management of the transport fleet, including management of operator licences.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
17.33	347	2,447	2,794	(2,404)	390

Directorate	RESOURCES
Service	TRANSPORT AND FACILITIES MGT
Planning Entity	TRANSPORT AND FACILITIES MGT (Service)

Line	A4				
Activity	WORKPLACE				
Description	Management of the Council's Accommodation Strategy for office provision, conference and meeting room facilities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.00	183	1,416	1,599	(447)	1,152

Line	A5				
Activity	WORKSHOPS				
Description	To service and repair Council vehicles to manufacturers' recommendations. Carry out vehicle testing for licensing.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
13.00	775	965	1,740	(853)	887

### Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	74	-	74	-	74

Line	E2				
Activity	Loss of Funding/Income				
Description	Loss of income to traded activities as a consequence of other portfolios implementing savings and delivery models				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	400	400

### Section 3: Summary of Savings

Line	B1				
Activity	Workplace				
Description	Annual efficiencies generated from the current Workplace Programme to rationalise use of office accommodation across the Council				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(300)	(300)	-	(300)

Directorate	RESOURCES
Service	TRANSPORT AND FACILITIES MGT
Planning Entity	TRANSPORT AND FACILITIES MGT (Service)

Line	B2				
Activity	Property and Facilities Management Services				
Description	The current contract for this service expires in June 2016.A new delivery model will give the Council much greater flexibility in terms of accountability and delivery of services in line with our corporate priorities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(100)	(100)	-	(100)

Line	B3				
Activity	Transport Reductions				
Description	Reduction in staff as a consequence of savings and changes in service delivery models by other portfolios.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9.80	(400)	-	(400)	-	(400)

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	RESOURCES
Service	CENTRAL COSTS
Planning Entity	CENTRAL COSTS (Service)

Description of core purpose of Planning Entity	These are costs managed centrally which are essentially outside of the immediate control of the Council. The key components of the service are: Former Employee Pension Costs; Benefit Payments; Outsourced Services (Capita); Corporate Fees.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	10,945	(8,573)	2,372		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A2				
Activity	CENTRAL COSTS				
Description	Council wide costs of which the largest element (£7m) relates to Former Employee pension costs.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	7,600	3,345	10,945	(8,573)	2,372

**Section 2: Pressures (Form Es) - None Identified**

**Section 4:Public Health Investments (None Identified)**

**Section 5:Public Health Savings (None Identified)**

Directorate	RESOURCES
Service	FINANCE - CAPITA
Planning Entity	FINANCE - CAPITA (Service)

Description of core purpose of Planning Entity	<p>Financial Services in the SCC/Capita contract are:-  Council Tax - billing, collection and recovery of local taxes raised by the authority  Business Rates - billing, collection and recovery of Business Rates.  Housing and Council Tax Benefit - the assessment and payment of state determined benefits that assist low income customers and customers on state benefits with their Council Tax liability and Housing costs  Accounts Receivable - print and dispatch and sundry debtor's accounts.  Purchase to Pay - the receipt, scanning and indexing of invoices for supplies and services.</p>
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	10,734	(21)	10,713	0.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1				
Activity	CAPITA CONTRACT 1				
Description	Financial Services in the SCC/Capita contract include council tax, business rates, housing and council tax benefit, accounts receivable and purchase to pay.				
Grant Income Source					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Net Revenue Expenditure
	0.00		10,734	10,734	(21) 10,713

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**



Directorate	RESOURCES
Service	HOUSING BENEFIT
Planning Entity	HOUSING BENEFIT (Service)

Description of core purpose of Planning Entity	Council wide costs relating mainly to Housing Benefit payments and the I2S Capita budget
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	195,985	(195,579)	406		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1
Activity	CENTRAL COSTS
Description	Council wide costs relating mainly to Housing Benefit payments
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		195,985	195,985	(195,579)	406

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	RESOURCES
Service	HR - CAPITA
Planning Entity	HR - CAPITA (Service)

Description of core purpose of Planning Entity	HR transactions and payroll - recruitment processing, contract changes, starter and leaver processes, management information and payroll.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,668	(141)	2,527	0.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1				
Activity	CAPITA CONTRACT 1				
Description	HR transactions and payroll recruitment processing, contract changes, starter and leaver processes, management information and payroll.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		2,668	2,668	(141)	2,527

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

Directorate	RESOURCES
Service	ICT - CAPITA
Planning Entity	ICT - CAPITA (Service)

Description of core purpose of Planning Entity	Strategic and Operational ICT including network and hosting services, application management, service management, project management, strategic lead and service assurance.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	10,594	(2,127)	8,467	0.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

**Section 1: Summary of Core Services (Form A)**

Line	A1				
Activity	CAPITA CONTRACT 1				
Description	Strategic and Operational ICT including network and hosting services, application management, service management, project management, strategic lead and service assurance.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		10,594	10,594	(2,127)	8,467

**Section 2: Pressures (Form Es) - None Identified**

**Section 4: Public Health Investments (None Identified)**

**Section 5: Public Health Savings (None Identified)**

<b>Summary Revenue Budget</b>		
<b>Original Budget 2015/16</b>		<b>Original Budget 2016/17</b>
<b>£000</b>		<b>£000</b>
	<b>Portfolio budgets:</b>	
65,980	Children Young People and Families	66,423
156,215	Communities **	153,765
126,520	Place	129,101
2,292	Policy Performance and Communications	1,900
54,135	Resources	52,224
<b>405,142</b>		<b>403,413</b>
	<b>Corporate Budgets:</b>	
	<b>Specific Grants</b>	
-12,399	NHS Funding	-12,399
-73,442	PFI Grant	-74,601
-7,738	New Homes Bonus (NHB)	-9,323
-1,916	Business Rates Transitional Grant	-1,490
-2,500	Small Business Rates Relief	-2,880
-100	Empty New Build Relief (ENBR)	0
-500	Retail Relief (RR)	0
-53	Local Support Services Grant	0
-2,216	Independent Living Fund	-2,216
	<b>Corporate Items</b>	
8,200	Redundancy Provision	8,200
-17,289	Pension Costs	-18,846
6,391	New Homes Bonus (NHB)	8,405
-2,000	Public Health Savings / re-investments	-698
3,000	Contingency - Social Care Pressures	4,555
24,913	Schools and Howden PFI	25,094
1,400	Infrastructure Investment in NRQ	600
34	Payment to Parish Councils	27
300	ICT Refresh	300
-1,783	CAPITA Contract Savings*	0
0	Better Care Fund	-9,300
0	Pension Deficit Payment	80,100
3,327	Other	1,067
37,184	Capital Financing costs	31,995
28,073	MSF capital financing costs	28,199
28,032	Contribution to / from Reserves	-53,710
<b>424,060</b>	<b>Total Expenditure</b>	<b>406,492</b>
	<b>Financing of Net Expenditure</b>	
-115,837	Revenue Support Grant	-90,592
-105,661	NNDR/Business Rates Income	-106,566
-28,883	Business Rates Top Up Grant	-29,124
-170,379	Council Tax income	-176,467
-3,300	Collection Fund surplus	-283
0	Social Care Precept	-3,460
<b>-424,060</b>	<b>Total Financing</b>	<b>-406,492</b>

\* The total Capita savings for 2016/17 are £3.4m but are reflected as a budget reduction within the Resources portfolio instead of a Corporate Saving.

\*\* The Communities portfolio budget includes £131.1m for Adult Social Care (ASC) in 2015/16. The ASC budget will increase by £3.5m in 2016/17, funded by the social care precept.

Description	CHILDREN YOUNG PEOPLE AND FAMILIES		COMMUNITIES		PLACE		POLICY PERFORMANCE & COMMUNICATION		RESOURCES		Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Employees</b>											
Salaries/Wages	47,758	36,529	27,335	3,373	25,708	140,703					
Superannuation	7,584	5,634	4,997	670	4,377	23,261					
National Insurance	4,011	3,756	2,543	336	2,341	12,987					
Other Employee Expenses	3,600	1,029	1,066	36	7,667	13,398					
<b>Sub Total</b>	<b>62,953</b>	<b>46,947</b>	<b>35,941</b>	<b>4,415</b>	<b>40,093</b>	<b>190,350</b>					
Premises	2,329	2,139	9,793	75	13,610	27,946					
Transport	5,774	1,395	2,077	14	1,926	11,186					
Supplies & Services	42,123	12,677	13,702	1,481	11,047	81,030					
Third Party Payments	269,053	157,848	115,875	217	221	543,215					
Transfer Payments	731	0	0	0	195,830	196,561					
Central & Departmental Support	25,164	840	4,108	135	28,424	58,672					
Other	9	0	1,259	0	862	2,130					
<b>Gross Expenditure</b>	<b>408,137</b>	<b>221,848</b>	<b>182,755</b>	<b>6,337</b>	<b>292,013</b>	<b>1,111,090</b>					
<b>Income</b>											
Grants	294,906	15,261	3,245	1,895	200,522	515,829					
Other Reimbursements & Contributions	1,352	7,648	1,620	32	1,184	11,835					
Sales	2,675	112	895	0	10	3,692					
Fees & Charges	24,866	27,149	27,070	945	7,533	87,563					
Other Income	2,137	12,940	8,218	0	3,087	26,382					
Corporate Revenue Income	0	0	0	0	0	0					
Recharges	15,778	4,973	12,606	1,565	27,453	62,375					
<b>Income</b>	<b>341,714</b>	<b>68,083</b>	<b>53,654</b>	<b>4,437</b>	<b>239,789</b>	<b>707,677</b>					
<b>Net Expenditure</b>	<b>66,423</b>	<b>153,765</b>	<b>129,101</b>	<b>1,900</b>	<b>52,224</b>	<b>403,413</b>					

## Reserves Strategy

### INTRODUCTION

1. This appendix reports on the latest position in relation to the level of the Council's reserves. Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to present to the authority, in determining council tax levels, a report assessing the adequacy of unallocated reserves in the context of corporate and financial risks facing the Authority. The Authority needs to balance the necessity for reserves against the immediate impact on council taxpayers and arrive at a level it considers adequate and prudent, but not excessive.
2. This Reserves Strategy therefore needs to be considered and agreed by the Authority in setting its 2016/17 budget, capital programme and council tax. The Strategy explores the purpose of the general and earmarked reserves held by the Authority and sets out a recommended approach to optimise their use over the 2016-21 Medium Term Financial Strategy period.
3. This assessment of reserves is even more important in the context of the significant and continuing cuts in central government funding, which is set to last until 2019/20. In addition, there is pressure on the capital programme and ultimately any deficit on the programme would have to be charged to revenue reserves. Reserves can be used temporarily to fund services and this is reviewed as part of the budget strategy. However:
  - reserves are "one off" funds and using them in the budget will only delay the need to make savings. Once used, they are clearly not available to support future years.
  - they are therefore most suited to covering "one off", unexpected costs such as emergencies (e.g. the Sheffield flood in 2007) or costs that are likely to be incurred in the future but the timing is uncertain (e.g. legal or other claims against the council).

## TOTAL RESERVES

4. The Council's Statement of Accounts for 2014/15 <https://www.sheffield.gov.uk/your-city-council/finance/statement-of-accounts.html> shows a figure for "usable" reserves in the balance sheet at page 29 of £257m as at 31 March 2015. However, this figure is a technical accounting one and is not relevant for the purposes of setting the General Fund revenue budget. The definition of "usable" is important here – it means usable in some way, but there are very specific rules about what different parts of this type of reserve can be used for. The Council's total spending and total reserves is legally separated in to four main blocks:
  - delegated school budgets, held in trust and only usable for schools spending;
  - Housing Revenue Account (HRA), i.e. spend on council housing, funded by rents;
  - capital spending, i.e. investment in long term assets such as roads and buildings;
  - "General Fund" spend, which is spend on all other services not in the above three categories and is funded from government grants and council tax. It is only this category with which this reserves strategy and budget report to Cabinet and Full Council is concerned.
5. None of the resources for schools, HRA or capital can be used for the Council's General Fund spending, so for the purposes of setting the budget, £168m of the "usable reserves" are irrelevant, namely:
  - Schools reserves of £18m
  - Housing revenue account reserves of £15m
  - Capital reserves of £135m, which are committed to funding schemes planned over a number of years, e.g. school rebuilding, highways, council housing major repairs or rebuilding.
6. This leaves around £89m of General Fund reserves. However, as part of the assessment of the adequacy of reserves referred to above, a number of reserves are set aside or "earmarked" to cover liabilities for

expenditure which is already committed but not yet paid for, as explained below.

7. The table below shows that next year (2016/17), earmarked reserves levels are planned to decrease by £53.6m. This is primarily as a result of the planned temporary use to fund an early pension deficit payment to deliver savings for 2017/18 to 2019/20. This is a repetition of the process followed in 2014/15.
8. The table also highlights the split of earmarked and non-earmarked reserves - of the £116m as at 31 March 2016; all but £12m is set aside as earmarked reserves for future liabilities.

### Summary Estimate of Non-Earmarked & Earmarked Reserves at 31 March 2016 & 31 March 2017

Description	Balance at 31/03/16 £000	<i>Movement in 2016/17 £000</i>	Balance at 31/03/17 £000
<b>Non-earmarked Reserves</b>			
General Fund Reserve	12,037	0	12,037
	<b>12,037</b>	<b>0</b>	<b>12,037</b>
<b>Earmarked Reserves</b>			
Invest to Save Post 2015	(2,227)	2,659	432
PFI Reserve	16,979	(32,210)	(15,232)
Highways PFI Reserve	11,331	3,900	15,231
<b>Total PFI Reserve</b>	<b>28,310</b>	<b>(28,310)</b>	<b>(1)</b>
<b>Major Sporting Facilities</b>	<b>14,403</b>	<b>(8,830)</b>	<b>5,573</b>
<b>New Homes Bonus</b>	<b>2,105</b>	<b>918</b>	<b>3,023</b>
<b>Insurance Fund Reserve</b>	<b>8,519</b>	<b>0</b>	<b>8,519</b>
<b>Other earmarked</b>	<b>53,070</b>	<b>(20,085)</b>	<b>32,985</b>
<b>Total Earmarked Reserves</b>	<b>104,179</b>	<b>(53,648)</b>	<b>50,531</b>
<b>Total Revenue Reserves</b>	<b>116,216</b>	<b>(53,648)</b>	<b>62,568</b>

\* a negative number (in brackets) indicates that the reserve is in deficit: in this case because of up front investment that is to be repaid in future years from savings.



## GENERAL (NON-EARMARKED) REVENUE RESERVES

9. The purpose of general revenue reserves is to provide funding for any unforeseen risks and expenditure which may arise in the year, but only as the last resort for emergency funding. Reserves also provide flexibility in managing fluctuations between budgets and actual expenditure or emergencies: a good example being the Sheffield floods in 2007, when we had to use reserves to fund spending on the recovery operation before reclaiming costs from insurance or the Government. Finally, cash reserves and other working capital generate interest which is used in the funding of the budget.
10. Non-earmarked General Fund Reserves (the “working balance”) are estimated to be £12.0m at 31 March 2016, representing only 2.9% of the 2016/17 budget (at the maximum net budget requirement of £407m). If this £12.0m were ever used, it would have to be replaced as soon as possible as the Council would always need a minimum level of emergency reserves.
11. There is no overall formula that can calculate what the level of reserves should be; it is a matter of judgement based on the known risks, budgetary pressures and local factors. The 2012 Audit Commission report ‘Striking a Balance’ indicated that:  
  
*“most Chief Finance Officers in our research regarded an amount between 3 and 5 per cent of the council’s net spending as a prudent level for risk-based reserves...”*
12. Sheffield’s level of general fund reserves at 2.9% of the 2016/17 net revenue budget is below this benchmark. It is also low in comparison to most other major cities. The table below shows that Sheffield has the lowest level of General Fund reserves as a percentage of their 2015/16 net revenue budgets when compared to similar councils.

	Estimated Un-Earmarked Reserves 31st March 2015 (£m)	% of Net Revenue Budget (2015/16)
Birmingham	137.8	15.8%
Nottingham	19.5	7.3%
Liverpool	24.7	5.8%
Bristol	20.0	5.7%
Manchester	27.1	5.1%
Leeds	22.3	4.3%
Newcastle	10.1	4.2%
Sheffield	11.2	2.6%

## **EARMARKED RESERVES**

13. Earmarked reserves are set aside to meet known or predicted liabilities, but ones that are not certain enough to create an exact provision in the accounts. The liabilities are, however, likely enough to say that the earmarked reserves are not normally available to fund the budget or other measures.

14. A list of earmarked reserves, their purpose and proposed use are set out below.

### **Invest to Save Projects – Post 2015 (£0.4m)**

15. The Council's Modern and Efficient Council programme has delivered a number of core infrastructure and business transformation projects that are essential to the future success of the Council's business operations. The ongoing successes of these programmes have delivered an additional £5.4m of permanent savings, which have been used to contribute towards the balancing of the 2016/17 budget.

16. Following this success, the council is launching a number of new initiatives aimed at delivering significant long term savings as a result of some upfront developmental investment.

### **Private Finance Initiative (PFI) Reserve (Balanced)**

17. This PFI grant is a good example of why we have earmarked reserves – Government pays us money in advance to pay future years' liabilities, so we set it aside in a reserve until it is needed. If we did not do so, there would be insufficient funds to cover the cost of contracts in future years.

18. The reserve is reporting a balanced position as at 31<sup>st</sup> March 2017 due to £31m being borrowed to fund the pension deficit early payment in 2016/17. These funds will be fully repaid during 2017/18 and 2018/19 to ensure that sufficient funds are available to meet any outstanding liabilities.

### **Major Sporting Facilities (MSF) (£5.6m)**

19. The remaining funds are required for the future costs of the Major Sporting Facilities debt (re: Ponds Forge, Hillsborough Leisure Centre, etc.). It was agreed at Cabinet in June 2013 to reschedule the leasing arrangements with Sheffield City Trust, as a result of which this reserve has been re-profiled, thus releasing £7m of savings to the revenue budget in 2014/15 to 2016/17.

### **New Homes Bonus (£3.0m)**

20. The Government is paying all Councils "New Homes Bonus" to incentivise them to bring empty properties back into use or encourage new housing to be built. The Council intends to use the payments to promote housing development but also fund economic growth projects. This reserve sets aside the payments until required for agreed projects.

### **Insurance Fund (£8.5m)**

21. This reserve was created in 2013/14 following the audit of the 2012/13 accounts. The External Auditor recommended that the difference between the Council's best estimate of actual losses and the maximum potential liability (around £8.5m) should be classified as an earmarked reserve.

### **Other Earmarked Reserves (£33.0m)**

22. This includes various specific earmarking including:

- equal pay claims
- redundancies

- contingencies for potential budget deficits, including risk of business rate income shortfalls
- pension deficit payments
- portfolio reserves agreed by Cabinet in previous years for service specific issues, e.g. Bereavement Service business plan funds.

23. There is forecast net in-year reduction on these reserves totalling £20.1m predominantly due to the aforementioned borrowing to fund the early pension deficit payment to deliver significant savings.

## **ASSESSMENT OF LEVEL OF RESERVES**

24. The Section 151 officer has carried out an assessment of the adequacy of the level of reserves held by the Authority in light of the principal risks it faces. While the maximum total financial impact of these risks far exceeds the reserve held, the overall likelihood of all these risks being incurred in any one year is low and therefore, it is not deemed prudent nor offers best value to hold sufficient reserves to cover all eventualities. **Appendix 5** details the risks and the level of their potential impact.

25. Given the severely restricted funding outlook for the foreseeable future and the level of risk in the 2016/17 budget, the level of reserves is low but not inadequate. The Section 151 Officer recommended during the 2015/16 budget process that:

- The General Fund Balance, where possible, is increased in line with the recommended level of 3% to 5% of the council's net spending, regarded by most Chief Finance Officers in the Audit Commission's research as a prudent level for General Fund reserves.

26. As aforementioned the General Fund Balance has increased to 2.9% of the 2016/17 net revenue spend from 2.6% the previous year, which is in line with this recommendation and is predominantly due to the reduction in net revenue spend.



## CORPORATE RISK REGISTER

This Appendix provides a brief overview of the main financial risks facing the Council in 2016/17. A more detailed schedule of these risks will be monitored by the Executive Management Team to ensure that the risks are mitigated.

### Corporate Risks

#### 2016/17 Budget Savings & Emerging Pressures

1. There will need to be robust monitoring in order to ensure that the level of savings required for a balanced budget in 2016/17 are achieved, especially given the cumulative impact of £300m of savings over the last five years (2011-16), and furthermore the backdrop of continuing reductions in Government grant from 2016/17 onwards.
2. Whilst preparing the budget 2016/17, officers identified numerous pressures which, if left unchecked, could lead to significant overspends in 2016/17 and beyond. The following pressures have been highlighted because they present the highest degree of uncertainty.

#### Capital financing costs

3. The Council currently maintains a substantial but prudent under borrowed position to help support the revenue budget and mitigate residual counterparty default risk on cash investments. In operating with an under borrowed position the Council exposes itself to interest-rate risk. Recognising this, Treasury maintain a regular dialogue with the Director of Finance and the Executive Director of Resources to monitoring the risk and review mitigation opportunities.

#### Business Rates

4. Following the advent of the Government's Business Rates Retention Scheme in April 2013, a substantial proportion of risk has been transferred to local government, particularly in relation to appeals, charitable relief, tax avoidance, hardship relief and negative growth. The issue of appeals dating as far back as the 2005 rating list is the greatest risk causing concern across all authorities.
5. As at 31<sup>st</sup> December 2015, there were properties with a rateable value of approximately £179m under appeal in Sheffield. On the 30<sup>th</sup> September 2014 new government legislation was introduced to cut off any further backdated appeals prior to the 31st March 2015. The impact of this

announcement resulted in 1140 new claims being made in March 2015 resulting in a significant backlog. There have also been large scale national appeals such as GP Surgeries, ATM's and Virgin Media which could have a material impact on income.

6. Due to the uncertainty around these factors a prudent provision was taken during 2015/16 to mitigate the loss of income as a result of successful appeals. Actual trends on appeals will be monitored in year, with any revised estimates of the impact of appeals forming part of the 2016/17 budget process. The risk from appeals should be lower in future years once the backdated element has been finalised.

#### Implementation of savings proposals

7. The risk of delivering savings in 2016/17 in specific areas such as adult social care and waste management is considerable, given the increasing demand pressures and the levels of savings that have been achieved in previous years. To mitigate this, officers are working on the safe and legal implementation of budget proposals by:
  - Ensuring that there is a thorough understanding of the impact of proposals on different groups and communities, including undertaking Equality Impact Assessments for budget proposals and discussed with Cabinet Members
  - Carrying out appropriate, meaningful consultation activity with affected communities and stakeholders, and ensuring that where the proposal affects a supplier or provider, that they undertake appropriate consultation and equalities work with service users.
  - Discussing budget proposals with affected members of staff in advance of them being made public, and putting in place MER processes where required, in consultation with HR.

#### One-off funding

8. There is a significant risk about the high level of one-off funding and reserves to balance the budget, particularly with regard to the Better Care Fund. At £9.3m, this is the highest level of one-off funding that the Council has had to use in recent years. However, officers will continue to work with colleagues at the CCG to find more sustainable ways to generate the required level of savings or income, by the end of this financial year and throughout next year so that real savings are identified to replace the one-off use of resources.

## **Medium Term Financial Position**

9. On 14 October 2015 Cabinet considered a report of the Executive Director of Resources entitled Medium Term Financial Strategy (MTFS) 2016/17 to 2020/21. This report provided an update of the Council's MTFS to reflect the budget decision of the Council for 2015/16 and the potential impact on the next 5 years of the Government's plans for deficit reduction. This report set the planning scenario for the medium term.
10. The report on the MTFS indicated that there would be ongoing reductions in Revenue Support Grant (RSG) of 20% or £23.2m per annum over the five year period to 2020/21. Following the autumn statement released in December 2015, the actual RSG cuts have been identified as circa £79m by 2019/20.
11. The Council's financial position is significantly determined by the level of Business Rates and Council Tax income. Each of these may be subject to considerable volatility and will require close monitoring and a focus on delivering economic growth to increase our income and on delivering outcomes jointly with other public sector bodies and partners.

## **Pension Fund**

12. Bodies whose Pension liability is backed by the Council are likely to find the cost of the scheme a significant burden in the current economic context. If they become insolvent the resulting liability may involve significant cost to the Council.
13. As at March 2013 the triennial review for pensions highlighted the total liability underwritten by the Council for external bodies was £9.3m. However more up to date information from the pension fund seems to suggest that these liabilities may have increased as a result of universally low bond yields in the fund. The full liability will not be known until after April 2016 when the next triennial review is complete.

## **Economic Climate**

14. There is potential for current adverse economic conditions to result in increased costs (e.g. increased homelessness cases) or reduced revenues.
15. The Council seeks to maintain adequate financial reserves to mitigate the impact of unforeseen circumstances.



## **External Funding**

16. The Council utilises many different grant regimes, for example central government and EU. Delivering projects that are grant funded involves an element of risk of grant claw back where agreed terms and conditions are not stringently adhered to and evidenced by portfolios. In order to minimise risk strong project management skills and sound financial controls are required by Project Managers along with adherence to the Leader's Scheme of Delegation to approve external funding bids.
17. As SCC funding reduces, portfolios are increasingly seeking out new sources of external funding, both capital and revenue. EU funding contracts have more complex conditions, require greater evidence to substantiate expenditure claims and are less flexible on timescales and output delivery targets. This increases the inherent risk in projects which are EU funded. Furthermore as the Council reduces its staff resources a combination of fewer staff and less experienced staff increases the risk of non-compliance with the funding contract conditions and exposes the authority to potential financial claw back.
18. Moreover, the pressure on the General Fund means that Service Managers are forced to seek more external funding such that the general level of risk associated with grants is increasing because of the additional workload this creates amongst reduced and potentially inexperienced staff.

## **Treasury Management**

19. The Council has been proactively managing counter-party risk since the credit crunch of 2008. Counterparty risk arises where we have cash exposure to bank and financial institutions who may default on their obligations to repay to us sums invested. Counterparty risk has somewhat diminished over the last financial year as banks have been obliged to improve their capital funding positions to mitigate against future financial shocks. The Council is continuing to mitigate counterparty risk through a prudent investment strategy, placing the majority of surplus cash in AAA highly liquid and diversified funds.
20. As part of the 2016/17 budget process, we are developing the Treasury Management and Investment Strategies, both of which were based on discussions with members and senior officers about our risk appetite. This will include a review of our counter-party risk to ensure it is reflective of the relative risks present in the economy without being unduly conservative for the improving UK economic position.

21. The Council is also actively managing its longer term need for cash. Cash flow requirements show that the Council will require new borrowing in the coming years to finance capital investment. With interest-rates expected to rise from their current historic lows the Council is remaining vigilant to interest-rate risk, and will draw down loans in a timely manner to mitigate against borrowing costs rising above our target rates.
22. The Council is continuing its efforts to ensure full compliance with the increasingly stringent requirements of Payment Card Industry Data Security Standard (PCI DSS). PCI DSS is a proprietary information security standard for organizations that handle branded credit cards from the major card schemes including Visa, MasterCard and American Express.
23. As part of the 15/16 and 16/17 savings challenge, the Council is exploring the options of making early payments to some of its major suppliers in return for a saving on the contract cost. To date agreements have been reached with 3 suppliers and others are being considered. There is a risk to the Council that having received payment that these companies may fail to deliver the services. This is mitigated by the existing contract protections, financial evaluations of the companies and parent company guarantees.

## **Welfare Reforms**

24. In April 2013, the government began to introduce changes to the Welfare system, which have had and will continue to have a profound effect on Sheffield residents including council taxpayers and council house tenants. The cumulative impact of these changes is significant. They include:
  - **The Abolition of Council Tax Benefit:** replaced with a local scheme of local Council Tax Support from April 2013. The Council approved the replacement scheme, based on the reduced funding available from Government, and set up a hardship fund in January 2013, but there are risks to council tax collection levels and pressures on the hardship fund which are being closely monitored.
  - **Housing Benefit Changes:** The Government has introduced various changes to the Housing Benefit System since 2013. These changes aim to reduce the level of benefit paid and hence potentially impact on the recipient's ability to pay rent and council tax. Consequently there may be an adverse impact in the level of arrears.

- **Introduction of Universal Credit:** The planned roll out for claimants in Sheffield is January 2016 but initially will only apply to new single jobseekers. Roll out of any other type of claimant will not take place until DWP move to their “Digital Platform” for which there is no known date for Sheffield. The migration of existing Housing Benefit claimants will follow but this is not expected until 2020/21.
- The biggest potential impact is on HRA and collection of rent. Support towards housing costs is currently paid through housing benefit direct to the HRA; in future this will be paid through UC direct to individuals. This will potentially increase the cost of collection and rent arrears. There will also be an impact on the current contract with Capita and internal client teams.

## **Children, Young People and Families Risks**

### **Education Funding**

25. As part of the Spending Review and Autumn Statement 2015, the Government has announced savings of £600 million to be made from Education Services Grant (ESG), including phasing out the additional funding schools receive through the ESG. The government will consult on policy and funding proposals in 2016, but this could reduce the Council’s ESG by £3.3m, with only £1.1m being received for retained duties only.
26. Schools are entitled to receive a proportion of the Council’s Dedicated Schools Grant (DSG) which schools forum have decided can be de-delegated back to CYPF to fund central services. Academies can on conversion choose whether to buy into those services thus creating a potential funding gap. Up to £500k could be at risk to centrally funded services should Academies choose not to buy back those services funded from de-delegated DSG from the local authority.
27. If an academy is a sponsored conversion then the Council will have to bear the cost of any closing deficit balance that remains in the Council’s accounts. In 2016/17 this cost to the Council is estimated at around £300k and remains a risk for any future conversions.
28. Also as part of the Spending Review and Autumn Statement 2015, the government announced that it will introduce a national funding formula for schools, high needs and early years. There will be a transitional phase to help smooth the implementation of the new formula. The government will

launch a detailed consultation in 2016 and will implement the new formula from 2017/18.

## **Communities Risks**

29. In 2015/16 a recurrent gap of £9.3m in the council's funding was bridged using £5m of CCG funding and council reserves. Negotiations are currently underway to establish where this gap will be funded from in 2016/17 between SCC and the CCG. Once this has been resolved there still remains the ongoing issue of developing sustainable savings proposals from within the Better Care Fund in order to balance the budget for future years.
30. There has been increasing pressure in recent months on Mental Health purchasing budgets as a result of some changes to care packages managed by the Care Trust. Whilst these changes are the right thing to do from a system wide perspective, they have a disproportionate impact on SCC. Work is currently underway to assess the viability of managing these budgets under a pooled arrangement within the Better Care Fund.

## **Place**

### **2015/16 Revenue Budget savings**

31. The Place Portfolio's medium term financial strategy is based on reducing the cost of the Streets Ahead programme, waste management contracts and the South Yorkshire Passenger Transport Levy to meet its budgetary allocation. Together these three items account for about two-thirds of the Place budget. Failure to secure these savings will require compensating savings in other services.
32. In light of the above risks, a review of waste services has taken place with a staged strategy agreed. As with any service change, there is a risk to the continuity of service delivery and in the longer term there is a potential financial risk if the expected investment does not result in better value services. In order to mitigate the risks a robust governance structure has been put in place to review progress and issues and make decisions to ensure that the optimum solution is achieved.

## **Electric Works**

33. The Council owns this building and uses it to provide high quality office accommodation to start-up businesses in order to grow the local economy. Once established, the businesses will move elsewhere creating a high turnover of tenants. As the Landlord, the Council is

responsible for the running costs of the business centre apportioned to the void floor space. The approved business plan set-aside contingency monies to cover potential deficits in its early years of operation which has now been fully utilised. Some provision has been made within the existing annual budget but should the void floor space exceed the budgeted provision, this will require compensating savings from the Place portfolio.

## **Housing Revenue Account Risks**

### **Housing Revenue Account (HRA)**

34. There are a number of future risks and uncertainties that could impact on the 30 year HRA business plan. Major changes for social housing have been set out in the Welfare Reform and Work Bill and the Housing and Planning Bill. The full details and resource implications of the policy changes on the HRA are still emerging. In particular changes to the extension of Right to Buy to Housing Association tenants funded by the sale of “high value” council homes as they fall vacant, Pay to Stay proposals – Higher Rents for High Earners, the introduction of fixed term tenancies and further Welfare Reform changes. The impacts on the HRA are continually being assessed.

Other identified risks to the HRA are:

- **Interest rates:** fluctuations in the future levels of interest rates have always been recognised as a risk to the HRA. These are continually re-assessed as part of the overall debt HRA strategy.
- **Repairs and Maintenance:** existing and emerging risks within the revenue repairs budget include unexpected increased demand (for example due to adverse weather conditions). The ongoing programme of proactive repair and improvement on roofing and heating systems in particular should help to mitigate this particular risk. This may be mitigated to some extent in the longer term by the insourcing of the Repairs and Maintenance service scheduled for April 2017.

## **Capital Programme Risks**

### **Capital Receipts and Capital Programme**

35. Failure to meet significant year on year capital receipts targets due to reduced land values reflecting the depressed market and the impact of

the Affordable Housing policy. This could result in over-programming / delay / cancellation of capital schemes.

### **Housing Regeneration**

36. There is a risk to delivering the full scope of major schemes such as Parkhill because of the instability in the housing market. This could result in schemes 'stalling', leading to increased costs of holding the sites involved.

### **Olympic Legacy Park**

37. The Council supports the development of the Olympic Legacy Park to regenerate the Lower Don valley. Some parts of the infrastructure need private party or external funding to realise the vision. The Council has an obligation to provide a number of facilities to the educational establishment facilities on site against a very tight timescale. If the other site developments do not proceed in time, the Council may have to step in with funding which will place additional strain on the funding of the capital programme.

### **Bus Rapid Transit (BRT) North**

38. The project is significantly over budget and a year behind schedule due to the discovery of asbestos on land which was previously thought to have been decontaminated, and, an unchartered sewer which has had to be relocated. The latest estimate of the unfunded spend is £6.3 m. A number of options are being pursued, including applying for additional grant funding, litigation against those at fault and allocation of anticipated future planning related development fees.

### **Sheffield Retail Quarter**

39. The Council is expected to incur around £60m to acquire land, secure planning consent, and appoint a development partner to deliver the new retail quarter in the city centre. The scheme is being funded through prudential borrowing which will be repaid from the increased Business Rates that the completed scheme will produce (known as Tax Incremental financing (TIF)). The financing costs are being capitalised while the scheme is in development. There is a risk that if the scheme ceases to be active that the financing costs of circa £3m pa will have to be provided for from existing budgets. There is also a longer term risk that if the scheme does go ahead that the Business rates generated are not sufficient to cover the financing costs. In order to mitigate these risks the Council is working closely with its advisors and potential tenants to

ensure that a viable scheme is being developed. It is also ensuring that the level of TIF is set at a prudent level.

**Treasury Management Strategy Statement  
Minimum Revenue Provision Policy Statement and Annual Investment Strategy  
2016/17**

**Introduction**

**Background**

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned for, with cash being available when it is needed. Surplus cash is invested in low risk counterparties and instruments in alignment with the Council's risk appetite. The security and liquidity of our investments are primary concerns before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital programme. These capital plans provide a guide to the borrowing needs of the Council, informing the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any loans or credit liabilities previously drawn may be restructured to meet Council risk or cost objectives.

CIPFA defines treasury management as:

*“The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*

**Reporting Requirements**

The Council is required to receive and approve a number of reports each year, incorporating a variety of policies, estimates and actuals.

These reports include the:

**Prudential and treasury indicators and treasury strategy** (this report) – This report covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);



- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

**A mid-year treasury management report** – This will update members with the progress, amending prudential indicators as necessary, and advise whether any policies require revision

**Annual treasury report** – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Cabinet Member for Finance.

### **Treasury Management Strategy for 2016/17**

The strategy for 2016/17 covers two main areas:

#### **Capital issues**

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

#### **Treasury management issues**

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

## **Training**

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training.

The Cabinet Member for Finance has been provided with treasury management training from officers at the beginning of 2015. Further internal and external training will be considered as necessary.

The training needs of treasury management officers are also periodically reviewed. During the year officers attended workshops and seminars provided by the Council's consultants and CIPFA.

The Council's Treasury Manager and the Acting Assistant Director of Finance with responsibility for treasury management both hold qualifications in public sector treasury awarded by the Association of Corporate Treasurers.

## **Treasury Management Consultants**

The Council uses Capita Asset Services as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

## **The Capital Prudential Indicators: 2016/17 – 2017/18**

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

## **Capital Expenditure**

This prudential indicator is a summary of the Council's capital expenditure plans.

The following table shows capital expenditure forecasts:

Capital Expenditure	2014.15	2015.16	2016.17	2017.18	2018.19
	Actuals	Current	Budget	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Resources	£3,610	£8,604	£70	0	£0
CYP	£25,941	£35,556	£26,817	£16,418	£363
Communities	£1,479	£352	£0	£0	£0
Place	£22,996	£101,010	£31,925	£3,530	£0
Housing	£33,470	£84,573	£113,085	£95,813	£81,392
Highways General	£27,550	£17,283	£3,396	£529	£0
Highways Capital Contribution	£30,255	£30,850	£26,803	£38,350	£0
<b>Total</b>	<b>£145,301</b>	<b>£278,229</b>	<b>£202,096</b>	<b>£154,641</b>	<b>£81,755</b>

The table shows the Council's on-going commitment to investing in the city.

The Place portfolio shows particularly high numbers in 2015/16, reflecting the asset acquisitions and development costs associated with the flagship New Retail Quarter project. This project will seek to revitalise the city centre retail offer, allowing us to compete with regional and out-of-town alternatives.

The Council also continues to invest in flood defences to provide the city with resilience to the growing threat of adverse weather conditions, and recognising the importance to the regional and city economy of the industrial sector in the Don Valley.

The Council is also embarking on a major housing stock investment programme that will build upon the Decent Homes programme that ended in 2013. This will seek to address affordable housing provision in the city, tackling one of the most significant issues for our communities.

The above financing need does not include other long term liabilities, such as PFI arrangements. Assets will be acquired through PFI arrangements according to the following profile:

Assets acquired through PFI	2014.15	2015.16	2016.17	2017.18	2018.19
	Actuals	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Highways	£39,528	£47,206	£47,059	£11,113	£0
<b>Total</b>	<b>£39,528</b>	<b>£47,206</b>	<b>£47,059</b>	<b>£11,113</b>	<b>£0</b>

The above table shows how we will use innovative financing means to leverage financial support from government to address investment need in our highways infrastructure. The large amounts of money to be invested in highways through PFI

arrangements and more traditional financing represents the Council's prioritisation of the city-wide Streets Ahead programme that will transform the city's road and pathway network.

The table below summarises our capital expenditure plans, and shows how these plans are being financed by capital or revenue resources. Any capital expenditure not funded by grants, receipts, or revenue contributions, results in a need for borrowing.

<b>Capital Funding</b>	<b>2014.15 Actual £'000</b>	<b>2015.16 Current £'000</b>	<b>2016.17 Budget £'000</b>	<b>2017.18 Estimate £'000</b>	<b>2018.19 Estimate £'000</b>
<b>Capital expenditure:</b>					
Non-housing	£111,831	£193,656	£89,011	£58,828	£363
Housing	£33,470	£84,573	£113,085	£95,813	£81,392
<b>Total</b>	<b>£145,301</b>	<b>£278,229</b>	<b>£202,096</b>	<b>£154,641</b>	<b>£81,755</b>
<b>Financed by:</b>					
Capital Receipts	£8,490	£24,072	£11,546	£8,116	£7,640
Capital Grants & Contributions	£67,649	£92,748	£54,810	£20,517	£2,513
Revenue Contributions	£25,788	£64,419	£91,909	£74,132	£61,517
<b>Net borrowing need for the year</b>	<b>£43,374</b>	<b>£96,989</b>	<b>£43,831</b>	<b>£51,876</b>	<b>£10,085</b>
<b>Fund Split</b>					
<b>General Fund</b>	<b>£43,374</b>	<b>£94,293</b>	<b>£39,712</b>	<b>£40,487</b>	<b>£0</b>
<b>HRA</b>	<b>£0</b>	<b>£2,696</b>	<b>£4,118</b>	<b>£11,389</b>	<b>£10,085</b>
<b>Total</b>	<b>£43,374</b>	<b>£96,989</b>	<b>£43,831</b>	<b>£51,876</b>	<b>£10,085</b>

Continued investment in the city is essential to ensure Sheffield remains an attractive place to live and do business. Investment does not simply mean development of our built environment, but also investment in our services to ensure we go about our business in an efficient and cost effective manner.

As in previous years, judicious use of borrowing to support investment remains a prudent financing option when borrowing costs remain low, especially given that those costs can be supported by the increased income we expect to flow from our investments or savings generated by business efficiencies.

The majority of the Council's borrowing need over this period relates to the capital contributions to the Highways Streets Ahead project. This project is essential to enable the Council to maintain its road network in a cost effective manner, moving away from comparatively expensive and inefficient remedial repair work.

Using historically cheap borrowing for the Streets Ahead project has further enabled the Council to make significant savings on what we would have otherwise paid to a contractor under a PFI contract.

The Council will also continue to use borrowing to support the development of the New Retail Quarter. This is a flagship scheme is aimed at kick-starting the regeneration of the city centre and the costs of this borrowing will, in time, be offset by increased income generated from business rates.

The significant use of revenue to fund capital expenditure relates to the use of rental income raised in the HRA to fund capital works on the Council's housing stock. However, in future years this will be supported by additional borrowing to support the level of HRA investment – particularly for new building and acquisition of properties.

### **The Council's need for borrowing (the Capital Finance Requirement)**

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying need for borrowing that has been built up over time and will be repaid in accordance with statutory rules. Any capital expenditure which has not immediately been paid for from grants, receipts, or contributions, during the year will increase the CFR.

Most of the increase in CFR relates to General Fund expenditure. The HRA finances the significant amount of its capital expenditure through the income it raises from housing rents. Financing expenditure in this way means the HRA has less need for credit.

The CFR does not increase indefinitely. Statute requires the Council to charge an amount each year to the budget known as the minimum revenue provision (MRP). This charge mimics depreciation, reduces the CFR, and ensures the Council has enough cash to repay its debts.

The CFR also includes other long term liabilities such as PFI arrangements. Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of arrangements include a borrowing facility which means the Council is not required to separately borrow for these schemes. The Council currently has £363m of such arrangements within the CFR.

The following table shows CFR projections:

Capital Financing Requirement	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual	Current	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
CFR non-housing	£872,093	£978,857	£1,029,772	£963,980	£930,422
CFR housing	£346,308	£348,977	£353,068	£364,430	£374,488
Total CFR	£1,218,401	£1,327,834	£1,382,841	£1,328,411	£1,304,910
<b>Movement in CFR</b>	<b>£52,651</b>	<b>£109,433</b>	<b>£55,006</b>	<b>-£54,430</b>	<b>-£23,501</b>
<b><u>Movement in CFR represented by:</u></b>					
Expenditure not funded by grants, receipts, or contributions	£43,396	£97,332	£45,745	£51,769	£10,085
Additional PFI liabilities	£39,528	£47,206	£47,059	£11,113	£0
- MRP/VMRP and other movements	-£30,274	-£35,105	-£37,798	-£117,312	-£33,586
<b>Movement in CFR</b>	<b>£52,651</b>	<b>£109,433</b>	<b>£55,006</b>	<b>-£54,430</b>	<b>-£23,501</b>

The table above shows that although the Council is taking on additional borrowing and PFI liabilities to create assets through capital expenditure, it is also charging prudent amounts of MRP to the budget to ensure it has enough cash to pay down its debts.

The costs of this debt will be funded through the revenue flows generated from the investment it enabled. These flows will arise from increased rates as new businesses set up in the city, and from cost reductions generated from investment that allows us to conduct our business in a more cost effective and efficient manner.

The significant increase in 2017/18 on the money we put aside for repaying debt (£117m) reflects our anticipation of receiving a large capital receipt following the proposed sale of our interest in the New Retail Quarter development.

### **Minimum Revenue Provision (MRP) policy statement**

Each year statute requires the Council to charge an amount to its General Fund revenue budget to raise cash to reduce the General Fund element of its CFR. This cash then ensures that the Council can pay down its debts.

The statute requires a minimum amount to be charged, but also allows the Council to charge more if it feels it prudent to do so. This is known as a Voluntary Minimum Revenue Provision (VMRP).

Regulations have been issued by the Department for Communities and Local Government that require the full Council to approve an MRP statement in advance each year. This statement sets out how the Council determines how the MRP will be calculated. Guidance affords a variety of options to Councils, so long as the calculation results in a prudent provision.

The Council is recommended to approve the following MRP statement:

For capital expenditure incurred before 1<sup>st</sup> April 2008, or which in the future will be Supported Capital Expenditure (expenditure which receives income support from government), MRP will be charged on a flat line basis over fifty years. This will ensure that all debt associated with Supported Capital Expenditure is fully provided for up to the Adjustment A level that is required of us by government within fifty years.

This approach better aligns the charges we make to the General Fund with the funding we receive from government and, importantly, accelerates the rate at which the Council will provide for this debt over the Council's previous policy of using the 'regulatory method'. This approach does, therefore, represent a more prudent way of ensuring the Council can pay down debt in good time.

The Council will apply voluntary minimum revenue provisions to realign overall charges to the 'regulatory method' where it is considered prudent to do so.

From 1<sup>st</sup> April 2008, the MRP on all unsupported borrowing will be based on the 'asset life method'. This means that MRP will be based on the estimated useful life of the assets created.

Where it is considered prudent to do so, the Council will adopt an annuity profile for MRP charges under the asset life methodology. Adoption of this approach will be considered on a scheme-by-scheme basis, and will only be used where adoption will result in costs being better aligned to the benefit flows that will accrue from the investment.

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made. The HRA may opt to make voluntary revenue provisions where it is prudent to do so.

Where appropriate, the Council will defer the MRP related to specific projects until the asset(s) for the project become(s) operational. This is known as an MRP holiday and will allow the Council to align borrowing repayments to the economic benefit generated from those assets.

The Council will also withhold MRP payments related to the acquisition of assets purchased under compulsory purchase orders (CPO) where there is a commitment to pass these assets and their costs onto a development vehicle.

Where capital loans are provided by the Council under section 25 of the 'The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003', the Council will, where it is prudent to do so, align MRP profiles to loan repayments.

This will ensure the Council does not unnecessarily charge amounts to its revenue budget.

The Council can at times receive capitalisation directives from the Secretary of State. Where this is the case, the Council's policy will be to provide for MRP as the capitalisation is defrayed, rather than on initial recognition. The 'asset-life' approach will be taken to providing for MRP on capitalisations, but where there is no discernible asset-life the Council will opt for a 20 year life.

Repayments included in annual PFI or finance leases are applied as MRP.

### **Core Funds and Expected Investment Balances**

The application of resources (capital receipts, grants, revenue reserves) to finance capital expenditure will have an associated impact on investment balances, unless resources are supplemented each year from new sources such as asset sales or the receipt of other grants. This is simply because as receipts, reserves, and grants are spent, there is less cash available to place on deposit.

Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

<b>CORE FUNDS AND EXPECTED INVESTMENT BALANCES</b>	<b>2014.15 Actual £'000</b>	<b>2015.16 Current £'000</b>	<b>2016.17 Budget £'000</b>	<b>2017.18 Estimate £'000</b>	<b>2018.19 Estimate £'000</b>
<b>Year End Resources:</b>					
Cash backed reserves*	£225,682	£227,507	£208,614	£168,262	£150,636
Capital Receipts	£105,494	£60,000	£50,000	£50,000	£50,000
Provisions	£53,785	£45,785	£37,785	£32,785	£32,000
<b>Total Core Funds</b>	<b>£384,961</b>	<b>£333,292</b>	<b>£296,399</b>	<b>£251,047</b>	<b>£232,636</b>
Working Capital	-£104,475	-£110,785	-£87,785	-£82,785	-£72,000
(Under)/over Borrowing	-£154,895	-£190,047	-£136,503	-£100,000	-£96,933
<b>Expected Investments</b>	<b>£125,591</b>	<b>£32,460</b>	<b>£72,111</b>	<b>£68,263</b>	<b>£63,703</b>

*\*The majority of these reserves are earmarked for future spend, and do not represent available surplus for the budget*

The above table shows that the Council remains 'under-borrowed'. This means that we have not taken loans from banks, government, or other parties to finance all our borrowing needs. Instead, the Council has used its own cash balances that it doesn't need right now.

These balances include grants received in advance that we're yet to spend, reserves and provisions being held over for future spend, and capital receipts that haven't yet been deployed.



Operating in this manner is a good-fit for our wider operating environment. Low interest-rates mean that investment returns from cash held on deposit are poor. This does not provide us with an incentive to hold cash on deposit. Conversely, whilst borrowing costs are still very low, they are still higher than investment returns. So, where possible, it is cheaper to use our own cash balances than use external loans at more expensive rates.

Aligned to this is the residual counterparty risk in the market place. This means that we are still wary about investing with many financial institutions (such as banks and pension funds) following the credit-crunch of 2008 and bank failures. Limiting our exposure to these institutions remains a prudent course of action.

Whilst retaining the under-borrowed position we have also looked to use our cash balances efficiently, as we would any other asset.

This has encouraged us to look at using our cash in more innovative means to both provide revenue savings and support service delivery changes.

In 2015/16 the Council embarked on an early payment for discounts (EPD) programme that looks to pay suppliers in advance in return for price reductions. Deals have, to-date, been secured with several of our major suppliers including Kier and Capita, and will over the course of the arrangements secure savings on contract price of c. £1.2m that is going towards supporting the revenue budget.

These up-front payments, complement those made in prior years relating to the Major Sporting Facilities and the Triennial Pension Deficit, and result in the negative working capital shown in the table above.

The above table shows that the Council's investment balances are expected to rise on the 2015/16 low before falling.

The low in 2015/16 reflects the cash that we have put into the early payment arrangements. As these arrangements unwind (typically over the next 12 months) our cash balances will replenish themselves.

Future cash profiles are consistent with the Council's approach to reducing the General Fund and HRA under borrowed position over time and our expectations around reserve levels.

It is anticipated that the Council's reserves will be called upon in the coming years to support the revenue budget and protect services. As these reserves are used, the cash backing them also falls.

Whilst an under-borrowed position is currently advantageous, it does expose us to a level of risk around interest-rates.

Should the Council's plans change in the future it may need additional cash that is no longer available to support the under-borrowed position. If this occurred the Council would be required to go to the markets to raise cash through loans. The risk is, therefore, that should we need to raise loans they will be more expensive than they are now.

Accordingly, it is important that we manage this risk, and retain exposure at a level we think is appropriate. To mitigate this risk, and to further reduce the under-borrowed position, the Council intends to take additional loans in 2016/17 whilst rates remain historically low. These loans will bring cash into the Council to offset the outflows principally associated with our investments in the Streets Ahead and Sheffield Retail Quarter schemes.

Treasury officers will continue to monitor the financial markets to ensure our cash management plans are properly aligned to the Council's investment decisions and the ongoing risks in the wider economy.

The Council's expected investment balances are likely to fluctuate considerably during the year due to the irregular nature of cash flows, in particular grant income received from government.

### **Affordability Prudential Indicators**

The previous sections cover the overall capital and control of borrowing prudential indicators. Prudential indicators are also required to assess the affordability of the capital investment plans. These indicators highlight the impact of the capital investment plans on the Council's overall finances.

The Council is asked to approve the following indicators:

### **Ratio of Financing Costs to Net Revenue Stream**

This indicator identifies the trend in the cost of capital (principally borrowing and PFI arrangements) against the net revenue stream. The net revenue stream consists of the money we have available from grant, Council Tax, and other sources that is without restriction and can be spent as the Council sees fit.

The indicator below highlights a rise in the amount of the General Fund (non-HRA) and HRA net revenue stream that is being spent on financing costs:

Ratio of Financing Costs to Net Revenue Stream:	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual	Current	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Non-HRA	15.4%	17.2%	18.8%	18.9%	19.2%
HRA	9.9%	9.5%	9.5%	10.2%	10.0%

This reflects two prominent issues:

1. We anticipate incurring more costs into the future on borrowing than we do now; and,
2. The revenue income streams used for this calculation are falling.

At a very high and unsophisticated level, this means that we are spending more on capital financing, and have a smaller income base from which to pay for it.

However, this ratio should not be viewed entirely in isolation from other sources of information.

The increase in financing costs relates largely to the Council's investment in the Streets Ahead project and the Sheffield Retail Quarter (SRQ).

The Streets Ahead project is a huge city-wide investment scheme that will bring up to standard the condition of the city's roads, bridges, pavements, lights, and street scene.

This project not only addresses one of the public's and businesses' principal concerns, but also allows the Council to move away from expensive remedial repair work to a managed affordable maintenance approach based on the up-front investment.

This approach sees costs saved on service budgets which unfortunately are not reflected in the above prescribed ratios.

The Council also plans to continue to invest in the city centre to kick-start the regeneration of the area known as the Sheffield Retail Quarter. This investment will not only help to deliver a revived retail area to enable the city centre to compete with out-of-town alternatives and regional competition, but will also attract rate paying businesses to the city.

The increased rates this investment will generate will help to service the costs associated with the investment.

The HRA's gradual increase reflects that costs are currently largely being funded through housing rents, restricting the need for additional borrowing. Although the HRA has a significant investment programme from 2015 onwards it is anticipated that the initial costs of servicing any borrowing required will be largely offset from the expected increase in its housing rents income base and use of specific reserves built up for this purpose.

### **Incremental Impact of Capital Investment Decisions on Council Tax**

The Council operates a policy of striving to ensure that all new unsupported borrowing funded projects are self-financing. This means that existing budgets are

found to fund new borrowing costs, or that the projects operate on an 'invest-to-save' basis whereby investment in a project enables savings to, at a minimum, service the borrowing costs incurred on that project. As a result of this policy, capital projects funded by borrowing should not, in normal circumstances, add additional costs to the Council's budget.

The Council considers a variety of options when considering how to fund capital projects. Currently, and due to global economic conditions, the Council can borrow money at historically low rates. This has enabled the Council to use borrowing to fund capital projects that will in turn generate revenue savings whilst helping us meet our wider objectives.

As an example, the Council will be using cash raised from borrowing to part finance the Streets Ahead project. By putting our own cash into the project the Council has been able to secure significant savings on the contract cost the PFI provider would otherwise have charged us. This saving arises because borrowing costs are significantly cheaper for the Council than the provider.

Accordingly the following indicator should not be viewed in isolation from the fact that our capital investments are generating revenue savings that are not represented within the figures shown. These saving have, though, contributed towards the Council managing the significant cuts imposed upon it without recourse to large Council Tax rises.

The indicator does, however, show what the cost to an average Band D council tax bill would be if we did not follow the policy and all new borrowing costs had to be met by an increase on council tax:

The average impact upon a Band D council tax bill would be:

INCREMENTAL IMPACT OF CAPITAL INVESTMENT DECISIONS ON COUNCIL TAX	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual	Current	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Council Tax Band D	£8.33	£39.66	£87.20	£89.35	£107.21

### **Estimates of the Incremental Impact of Capital Investment Decisions on Housing Rent Levels**

Following the end of the subsidy system and the move to self-financing HRAs, costs incurred in the HRA are principally funded from housing rents.

This indicator shows the impact of HRA capital investment decisions outlined in this report on weekly housing rent levels.

<b>IMPACT ON WEEKLY HOUSING RENTS</b>	<b>2015.16 Current £'000</b>	<b>2016.17 Estimate £'000</b>	<b>2017.18 Estimate £'000</b>	<b>2018.19 Estimate £'000</b>
Weekly housing rents	£0.02	£0.05	£0.14	£0.22

The table shows a minimal impact on rent levels. This is consistent with the fact that the HRA's plans a significant housing stock investment programme from 2016 onwards that will be supported by borrowing. This is reflected by the increase in the incremental impact on rents from 2017/18.

However, the small charge is also symptomatic of the fact that the HRA is not obliged to charge MRP to its budget as the General Fund does.

It should be further noted that the government largely controls housing rent levels through a prescribed formula. Accordingly, any increase in financing costs would primarily need to be offset by cost reductions in other areas to ensure rents stayed within the given parameters.

### **Borrowing**

The capital expenditure plans set out previously provide details of the Council's investment plans. The treasury management function ensures that the Council's cash is organised in accordance with relevant professional codes, so that sufficient cash is available to meet these plans. This will involve both the organisation of the cash flow, and where required, the organisation of appropriate borrowing facilities.

This section of the strategy covers the relevant treasury and prudential indicators, the current and projected debt position, and the annual investment strategy.

### **Current Portfolio Position**

The Council's debt portfolio position is outlined below. The table below shows actual external debt against the CFR which represents the Council's need to borrow for capital purposes.

Comparing actual debt to the CFR highlights any under or over borrowing.

Under borrowing represents the Council's use of its own cash surpluses rather than external debt, whilst over borrowing represents the Council taking on more debt than it needs at that point in time.

CURRENT PORTFOLIO POSITION	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual	Current	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
<b>External Debt</b>					
Loans at 1st April	£687,999	£679,003	£723,965	£804,721	£789,973
Expected change in Loans	-£8,996	£44,961	£80,756	-£14,748	-£7,597
PFI liabilities at 1st April	£335,603	£363,111	£395,228	£426,155	£426,345
Expected change in PFI liabilities	£27,508	£32,117	£30,927	£190	-£9,023
Transferred Debt at 1st April	£23,912	£21,392	£18,619	£15,570	£12,215
Expected Change in Transferred Debt	-£2,521	-£2,773	-£3,050	-£3,355	-£3,690
Actual Gross Debt at 31st March	£1,063,506	£1,137,812	£1,246,445	£1,228,532	£1,208,222
The Capital Financing Requirement	£1,218,379	£1,327,816	£1,382,948	£1,328,532	£1,305,078
<b>Authority Under/(Over) Borrowing</b>	<b>£154,873</b>	<b>£190,004</b>	<b>£136,503</b>	<b>£100,000</b>	<b>£96,856</b>
HRA under/ (over) borrowing	£52,148	£57,108	£36,503	£0	£0
GF Under / (Over) Borrowing	£102,725	£132,896	£100,000	£100,000	£96,856
<b>Total</b>	<b>£154,873</b>	<b>£190,004</b>	<b>£136,503</b>	<b>£100,000</b>	<b>£96,856</b>

The rise in external loans and PFI liabilities is consistent with the Council's significant investment in the Streets Ahead project. The Council has committed to making MRP charges to eliminate the debt associated with this project by 2038.

The table also highlights that the Council plans to continue to manage an under borrowed position. This means that in the near term the Council will opt to use some of its surplus cash to fund capital expenditure rather than take out new loans.

This policy is helping the Council to meet its budget challenges by allowing us to avoid the interest charges that come with external loans. It does, however, mean that the Council loses investment income from cash that would otherwise be on deposit. As investment returns are currently poor, and default risk from financial institutions still elevated, this represents a prudent use of our cash.

However, as the table shows, the Council intends to reduce its under borrowed position for the General Fund to more manageable levels and move toward eliminating the HRA under borrowed position.

The HRA reduction is a result of the reduction in their Major Repairs Reserve as it is used to fund investment in existing and new housing stock. This reduces the level of HRA reserves that currently fund their under borrowed position. Once the HRA under borrowing has been eliminated, the HRA loan portfolio would be in line with the overall HRA CFR.

This is a deliberate move to mitigate the Council's exposure to interest rate risk. Whilst using our surplus cash in the short term is beneficial, in the longer term we are likely to have to replenish that cash with loans in order for it to be spent as

originally planned for. Interest rate risk is the risk that when we come to raise those loans the cost of servicing them is prohibitively high. This is an issue the Council is monitoring closely, as interest rates are likely to rise in the coming years.

Whilst this approach has been advocated for a while, the use of cash balances to solicit early payment discounts from a number of key suppliers means that the cash to support under-borrowing at current levels is unsustainable and new borrowing will be required to ensure the Council is able to meet its commitments when they become due.

This indicator also serves as a test as to whether the Council complies with the requirement to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2016/17 and the following two financial years.

The Director of Finance reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitment, existing plans, and the proposals in this budget report.

### **Treasury Indicators: Limits to Borrowing Activity**

The **operational boundary** is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be similar figure to the CFR but sometimes due to cash flow issues debt can be above or below the CFR.

The operational boundary can be exceeded, but it does serve as a useful indicator to assessing the Council's external debt levels.

The following table shows the Council's estimates for its operational boundary:

Operational Boundary	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual	Current	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Loans	£840,000	£850,000	£950,000	£1,000,000	£1,000,000
Other Long Term Liabilities	£390,000	£420,000	£475,000	£475,000	£475,000
<b>Total</b>	<b>£1,230,000</b>	<b>£1,270,000</b>	<b>£1,425,000</b>	<b>£1,475,000</b>	<b>£1,475,000</b>

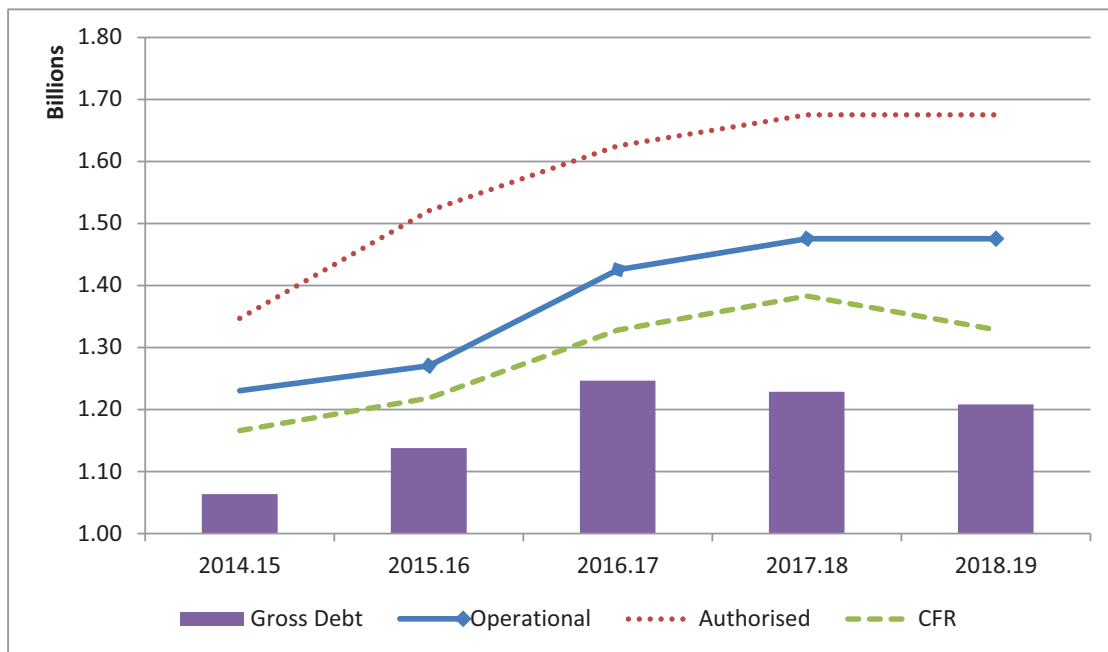
The **authorised limit on external debt** represents a control on the maximum amount of debt the Council can legally hold. Under Section 3 of the Local Government Act 2003 this limit is agreed by full Council and cannot be revised without that body's agreement. The Council is required to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is acceptable.

The authorised limit reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the long term.

The Council is asked to approve the following limit:

Authorised Limit	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual £'000	Current £'000	Budget £'000	Estimate £'000	Estimate £'000
Loans	£940,000	£1,100,000	£1,150,000	£1,200,000	£1,200,000
Other Long Term Liabilities	£407,000	£420,000	£475,000	£475,000	£475,000
<b>Total</b>	<b>£1,347,000</b>	<b>£1,520,000</b>	<b>£1,625,000</b>	<b>£1,675,000</b>	<b>£1,675,000</b>

These limits, the capital financing requirement (CFR) and the underlying gross debt can be compared on the graph below



The authorised limit is significantly higher than the gross debt to allow us to deal with both planned capital expenditure, and any opportunities that may arise in-year to restructure contracts.

Separately, the government also limits the amount of debt the HRA can hold through a cap that was set in 2013. This debt-cap arose as a result of the HRA's transition from a government supported subsidy system to a self-financing approach.

From 2016/17 onwards, the debt cap has increased slightly following a bid for additional borrowing capacity relating to specific schemes.

The debt cap and the HRA's headroom position are currently:



HRA Debt Limit	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual	Current	Budget	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
HRA Debt Cap	£388,311	£388,311	£392,083	£392,083	£392,083
HRA CFR	£346,336	£346,308	£348,977	£353,068	£364,430
<b>HRA Headroom</b>	<b>£41,975</b>	<b>£42,003</b>	<b>£43,106</b>	<b>£39,015</b>	<b>£27,653</b>

The HRA's debt (CFR position) is currently under the cap. The difference between the government set cap and the HRA's CFR represents the headroom it has to use credit to fund capital investment.

It should be noted that as the HRA investment into new housing stock develops, the amount of headroom will be eroded – reducing from a projected high of £43.1m in 2016/17 to £27.7m in 2018/19.

### **Economic Backdrop**

Economic growth remains slow worldwide; though the UK has performed comparatively well – with growth in 2015 likely to be one of the best in the G7 nations alongside the US.

However, growth prospects outside the UK are unlikely to improve soon as there is a concern that developments in China will have international implications, particularly for developing and commodity supported economies and Eurozone growth continues to be fragile and vulnerable to external shocks. In fact, since the autumn, many of the worldwide economic statistics have been weak and the Bank of England November inflation report noted the concerns for the potential impact on the UK. This reflects that global economies are more intertwined than ever, and an export based recovery will struggle if importing nations don't recover simultaneously.

UK growth has predominately been led by consumer spending, though investment has begun to grow. Productivity remains low though is also showing some signs of improving and we are seeing real increases in income levels. However, the current account deficit remains a problem and will continue to do so as long as Eurozone demand remains depressed. In addition there will be the dampening effect of the Government's continuing austerity programme.

The Bank of England's Monetary Policy Committee (MPC), which is the independent body that determines Bank Rate, currently expects inflation to gradually increase to around 2% over the next 2 to 3 years. However, this may be impacted by recent falls in fuel prices and the uncertainty over pay inflation.

Further information on the economic picture is shown in Appendix 1

## Prospects for Interest Rates

The Council has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives our central view.

<i>Capita Asset Services Interest Rate View</i>													
	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Sep 18	Dec 18	Mar 18
<b>Base Rate</b>	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%
<b>5 Year PWLB</b>	2.00%	2.10%	2.20%	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%
<b>10 Year PWLB</b>	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.60%	3.60%	3.70%
<b>25 Year PWLB</b>	3.40%	3.40%	3.50%	3.60%	3.70%	3.70%	3.80%	3.90%	4.00%	4.00%	4.10%	4.10%	4.10%
<b>50 Year PWLB</b>	3.20%	3.20%	3.30%	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	3.90%	4.00%	4.00%	4.00%

- Investment returns are likely to remain relatively low during 2016/17 and only increase gradually thereafter;
- Borrowing interest rates have been highly volatile during 2015 as alternating bouts of good and bad news have promoted optimism, and then pessimism, in financial markets. Gilt yields have continued to remain at historically phenomenally low levels during 2015. The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times, when authorities will not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt;
- There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.

## Borrowing strategy

The Council is currently maintaining an under-borrowed position, and plans to do so while it remains prudent. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loans and other credit arrangements such as PFI.

Instead cash supporting the Council's reserves, balances and working capital has been used as a temporary measure. This strategy is prudent as investment returns have remained low and counterparty risk is still relatively high. This approach has allowed us to avoid interest costs and thus support the revenue budget.

However, in accordance with the view taken in previous years, the Council recognises the inherent risk in operating to this strategy and has taken additional

borrowing in 2015/16 consistent with the mitigation strategy outlined last year. The Council plans to mitigate its position through a further draw down of loans in 2016/17 to finance the Council's investment plans and to replenish cash balances.

Against this background and the risks within the economic forecast, caution will be adopted. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

The Council's under borrowed position is currently supported by reasonable cash balances from reserves, grants unapplied, receipts and other sources. However, these balances are expected to fall, which increases our exposure to interest rate risk.

The Director of Finance will continue to monitor the interest rate environment and market borrowing rates.

If it is felt that there is likely to be a sharp fall in the cost of borrowing, or an extension to the current low cost period, then the Council's plans for its reduction of the internal borrowing position will be reviewed, with consideration being given to maintaining the position at its current levels, or increasing it.

However, if it was felt that there was a significant risk that the cost of borrowing was likely to increase beyond that currently being forecast perhaps arising from an acceleration in the rate of increase in central rates in the USA and a start of rate increases in the UK, an increase in world economic activity or a sudden increase in inflation risks, then the Director of Finance will give consideration to taking on more fixed-rate loans whilst interest rates are still lower than they would be in future years.

The cost of borrowing is likely to continue to be effected by global events. The 2015/16 financial year has seen 'event-risk' consistently effect both borrowing and investment rates as global instability has intermittently pushed investors back into safe-haven assets. The pace of recovery in the global economy will also weigh heavily on demand for sovereign debt.

Any decisions on the drawdown of loans will be reported to the Cabinet Member for Finance at the next available opportunity.

### **Treasury management limits on activity**

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments

- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

interest rate exposure	2015.16	2016.17	2017.18	2018.19
	£'000	£'000	£'000	£'000
	Upper	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%	100%
Limits on variable interest rates based on net debt	£178,000	£178,000	£178,000	£178,000

This table indicates our desire not to increase the number of variable rate loans we have beyond our current floating-rate lender option buyer option (LOBO) bank loans.

Maturity structure of fixed interest rate borrowing:	2016.17	
	Lower	Upper
Under 12 months	0%	20%
12 months to 2 years	0%	20%
2 years to five years	0%	20%
5 years to 10 years	0%	40%
10 years to 20 years	0%	40%
20 years to 30 years	0%	20%
30 years to 40 years	0%	20%
40 years to 50 years	0%	20%

This table shows the Council's desire to avoid having too many loans maturing in any one period. The Council currently expects the majority of its loans to mature in the medium term, supporting the HRA business plan and aligning maturities to our CFR profiles to avoid over-borrowing situations.

Maturity structure of variable interest rate borrowing:	2016.17	
	Lower	Upper
Under 12 months	0%	100%
12 months to 2 years	0%	0%
2 years to five years	0%	0%
5 years to 10 years	0%	0%
10 years to 20 years	0%	0%
20 years to 30 years	0%	0%
30 years to 40 years	0%	0%
40 years to 50 years	0%	0%

This table is reflective of our floating-rate LOBO bank loans. The bank has the option to re-set the interest rate on these loans, typically every six months. As the Council then has the option to accept the rate or repay these loans, we are required to show them as maturing within 12 months for the purposes of this indicator.

The Council monitors the potential for the rates on these loans to re-set, but does not believe this is likely in 2016/17. Accordingly, and despite this indicator, we do not expect to repay these loans in 2016/17.

### **Policy on Borrowing in Advance of Need**

The Council will not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

### **Debt Rescheduling**

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- \* the generation of cash savings and / or discounted cash flow savings;
- \* helping to fulfil the treasury strategy;
- \* enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

Consideration was given to rescheduling opportunities during 2015/16, but the costs of terminating loans early outweighed any potential gain.

Any rescheduling will be reported to the Cabinet Member for Finance, at the earliest meeting following its action.

### **Municipal Bond Agency**

It is likely that the Municipal Bond Agency, currently in the process of being set up, will be offering loans to local authorities in the near future. It is also hoped that the

borrowing rates will be lower than those offered by the Public Works Loan Board (PWLB). The Council may consider making use of this new source of borrowing as and when appropriate.

## **Annual Investment Strategy**

### **Introduction: changes to credit rating methodology**

The main rating agencies (Fitch, Moody's and Standard & Poor's) have, through much of the financial crisis, provided some institutions with a ratings "uplift" due to implied levels of sovereign support. Commencing in 2015, in response to the evolving regulatory regime, all three agencies have begun removing these "uplifts" with the timing of the process determined by regulatory progress at the national level. The process has been part of a wider reassessment of methodologies by each of the rating agencies. In addition to the removal of implied support, new methodologies are now taking into account additional factors, such as regulatory capital levels. In some cases, these factors have "netted" each other off, to leave underlying ratings either unchanged or little changed. A consequence of these new methodologies is that they have also lowered the importance of the (Fitch) Support and Viability ratings and have seen the (Moody's) Financial Strength rating withdrawn by the agency.

In keeping with the agencies' new methodologies, the rating element of our own credit assessment process now focuses solely on the Short and Long Term ratings of an institution. While this is the same process that has always been used for Standard & Poor's, this has been a change in the use of Fitch and Moody's ratings. It is important to stress that the other key elements to our process, namely the assessment of Rating Watch and Outlook information as well as the Credit Default Swap (CDS) overlay have not been changed.

The evolving regulatory environment, in tandem with the rating agencies' new methodologies also means that sovereign ratings are now of lesser importance in the assessment process. Where through the crisis, clients typically assigned the highest sovereign rating to their criteria; the new regulatory environment is attempting to break the link between sovereign support and domestic financial institutions. While this authority understands the changes that have taken place, it will continue to specify a minimum sovereign rating of A. This is in relation to the fact that the underlying domestic and where appropriate, international, economic and wider political and social background will still have an influence on the ratings of a financial institution.

It is important to stress that these rating agency changes do not reflect any changes in the underlying status or credit quality of the institution. They are merely reflective of a reassessment of rating agency methodologies in light of enacted and future expected changes to the regulatory environment in which financial institutions

operate. While some banks have received lower credit ratings as a result of these changes, this does not mean that they are suddenly less credit worthy than they were formerly. Rather, in the majority of cases, this mainly reflects the fact that implied sovereign government support has effectively been withdrawn from banks. They are now expected to have sufficiently strong balance sheets to be able to withstand foreseeable adverse financial circumstances without government support. In fact, in many cases, the balance sheets of banks are now much more robust than they were before the 2008 financial crisis when they had higher ratings than now. However, this is not universally applicable, leaving some entities with modestly lower ratings than they had through much of the “support” phase of the financial crisis.

### **Investment Policy**

The Council’s investment policy has regard to the government’s Guidance on Local Government Investments (“the Guidance”) and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes (“the CIPFA TM Code”).

The Council’s investment priorities will be security first, liquidity second and then return. This ensures we do not chase yield at the expense of the security of our investment.

In accordance with guidance from government and CIPFA, and in order to minimise the risk to investments, the Council clearly stipulates the minimum acceptable credit quality of counterparties for inclusion on the lending list.

The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches, and outlooks, published by all three ratings agencies with a full understanding of what these reflect in the eyes of each agency. Using these ratings services, potential counterparty ratings are monitored on a real time basis with knowledge of any changes notified electronically.

Furthermore, officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate.

The assessment will also take account of information that reflects the opinion of the markets. To this end the Council engages with its advisors to maintain a monitor on market pricing such as ‘credit default swaps’, and overlay that information on top of the credit ratings. This is fully integrated into the credit methodology provided by our advisors, Capita Asset Services, in producing its colour codings which show the varying degrees of suggested creditworthiness.



Other information sources used will include the financial press, share price and other such information pertaining to the banking sector, in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

The intention of the strategy is to provide security of investment and minimisation of risk. The strategy also enables the Council to operate a diversified investment portfolio to avoid an over concentration of risk.

Investment instruments identified for use in the financial year are listed under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Council's treasury management practices.

### **Creditworthiness Approach**

This Council applies the creditworthiness service provided by Capita Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads. The end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands :

<b>Colour Band</b>	<b>Duration</b>
Yellow	5 years *
Dark pink	5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
Light pink	5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
Purple	2 years
Blue	1 year (only applies to nationalised or semi nationalised UK Banks)
Orange	1 year
Red	6 months
Green	100 days
No colour	not to be used



Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

	Colour (and long term rating where applicable)	Money and / or % Limit	Time Limit
Banks *	yellow	100%	5 years
Banks	purple	£30m	2 years
Banks	orange	£30m	1 year
Banks – part nationalised**	blue	£50m	1 year
Banks	red	£15m	6 months
Banks	green	£10m	100 days
Banks	No colour	Not to be used	
Council's banker (Barclays) in the event of the bank being 'no colour'	-	100 %	5 days ***
DMADF	AAA	100%	6 months
Local authorities	n/a	£30m	5yrs
Money market funds	AAA	100 %	liquid
Enhanced money market funds with a credit score of 1.25	Dark pink / AAA	100 %	liquid
Enhanced money market funds with a credit score of 1.5	Light pink / AAA	100 %	liquid

\* Please note: the yellow colour category is for UK Government debt, or its equivalent, constant net asset value money market funds and collateralised deposits where the collateral is UK Government debt.

\*\* When placing deposits with part nationalised banks the Council will take care to review when it expects the UK Government to divest its interest in the institution, and the impact this move would have on the Council's view of the institutions security.

\*\*\* to cover period to next working day allowing weekends and bank holidays such as Easter

The Council does not expect to place deposits for maturities greater than 12 months during 2015/16. Should it choose to do so, the action will be reported to the Cabinet Member for Finance at the earliest available opportunity.

Our creditworthiness service uses a wider array of information than just primary ratings and, by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a short term rating (Fitch or equivalents) of short term rating F1, and a long term rating A. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored daily. The Council is alerted to changes to ratings of all three agencies through its use of the Capital Asset Services creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings, the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. The Council will also use market data and market information, information on government support for banks, and the credit ratings of that supporting government.

### **Country limits**

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in an appendix. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

### **Investment strategy**

When considering its investments the Council will consider:

- Its longer term cash balances. This is cash available for use in the medium to long term, and comes from reserves, grants and receipts that are yet to be spent;
- Short term cash flow requirements that arise on a daily basis; and,
- Expectations on interest rates. This is important for the Council when determining a required rate of return on our investments.

The Bank of England base rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 2 2016. Base rate forecasts for financial year ends (March) are as follows:

Year	Base Rate Forecast
2016/17	0.50%
2017/18	1.00%
2018/19	1.75%

There are upside risks to these forecasts (i.e. start of increases in base rate occurs sooner) if economic growth remains strong and unemployment falls faster than expected. However, should the pace of growth fall back, there could be downside risk, particularly if Bank of England inflation forecasts for the rate of fall of unemployment were to prove to be too optimistic.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year for the next five years are as follows:

Year	Proposed Returns
2016/17	0.60%
2017/18	1.25%
2018/19	1.75%
2019/20	2.25%
2020/21	2.50%
2021/22	2.75%

The Council also offers an indicator for the forecast total funds invested for greater than 364 days. These limits are set with regard to the Council's cash requirements and to reduce the need for early sale of an investment.

The Council does not expect to place deposits with maturity dates in excess of 12 months, but should it do so the monetary value of those deposits will not exceed:

INVESTMENTS GREATER THAN 365 DAYS	2015.16 £'000	2016.17 £'000	2017.18 £'000	2018.19 £'000
Maximum Sums	£30,000	£30,000	£30,000	£30,000

## **Appendix 1 – Economic Backdrop**

**UK.** UK GDP growth rates in 2013 of 2.2% and 2.9% in 2014 were the strongest growth rates of any G7 country; the 2014 growth rate was also the strongest UK rate since 2006 and the 2015 growth rate is likely to be a leading rate in the G7 again, it looks likely to disappoint previous forecasts and come in at about 2%.. Quarter 1 of 2015 was weak at +0.4% (+2.9% y/y) though there was a rebound in quarter 2 to +0.7% (+2.4% y/y) before weakening again to +0.5% (2.3% y/y) in quarter 3. The November Bank of England Inflation Report included a forecast for growth to remain around 2.5 – 2.7% over the next three years, driven mainly by strong consumer demand as the squeeze on the disposable incomes of consumers has been reversed by a recovery in wage inflation at the same time that CPI inflation has fallen to, or near to, zero since February 2015. Investment expenditure is also expected to support growth. However, since the August Inflation report was issued, most worldwide economic statistics have been weak and financial markets have been particularly volatile. The November Inflation Report flagged up particular concerns for the potential impact of these factors on the UK.

The Inflation Report was also notably subdued in respect of the forecasts for inflation; this was expected to barely get back up to the 2% target within the 2-3 year time horizon. The increase in the forecast for inflation at the three year horizon was the biggest in a decade and at the two year horizon was the biggest since February 2013. However, the first round of falls in oil, gas and food prices over late 2014 and also in the first half of 2015 will fall out of the 12 month calculation of CPI, during late 2015 / early 2016 but a second, more recent, round of falls in fuel prices will delay a significant tick up in inflation from around zero: this is now expected to get back to around 1% by the end of 2016 and not get near 2% until the second half of 2017, though forecasts in the BoE report itself were for an even slower rate of increase. However, more falls in the price of oil and imports from emerging countries in early 2016 will further delay the pick up in inflation. There is therefore considerable uncertainty around how quickly pay and CPI inflation will rise in the next few years and this makes it difficult to forecast when the MPC will decide to make a start on increasing Bank Rate.

The weakening of UK GDP growth during 2015 and the deterioration of prospects in the international scene. Especially emerging market countries, have consequently led to forecasts for when the first increase in the UK Bank Rate would occur being pushed back to quarter 4 of 2016. There is downside risk to this forecast i.e. it could be pushed further back.

**USA.** The American economy made a strong comeback after a weak first quarter's growth at +0.6% (annualised), to grow by no less than 3.9% in quarter 2 of 2015, but then pulled back to 2.1% in quarter 3. The run of strong monthly increases in non-farm payrolls figures for growth in employment in 2015 has prepared the way for the Fed to embark on its long awaited increase in rates of 0.25% at its December

meeting. However, the accompanying message with this first increase was that further increases will be at a much slower rate, and to a much lower ultimate ceiling than in previous business cycles, mirroring comments by our own Money Policy Committee.

**EZ.** In the Eurozone, the ECB fired its big bazooka in January 2015 in unleashing a massive €1.1 trillion programme of quantitative easing to buy up high credit quality government and other debt of selected EZ countries. This programme of €60bn of monthly purchases started in March 2015 and it was intended to run initially to September 2016. This appears to have had a positive effect in helping a recovery in consumer and business confidence and a start to an improvement in economic growth. GDP growth rose to 0.5% in quarter 1 2015 (1.0% y/y) but came in at +0.4% (+1.5% y/y) in quarter 2 and looks as if it may maintain this pace in quarter 3. However, this lacklustre progress in 2015 together with the recent downbeat Chinese and emerging markets news prompted comments by the ECB that it stands ready to strengthen this programme of quantitative easing (QE) by extending its time frame and / or increasing its size to get inflation up from the current level of around zero to its target of 2% and to help growth in the Eurozone.

**Greece.** During July, Greece finally capitulated to EU demands to implement a major programme of austerity and is now cooperating fully with EU demands. An €86bn third bailout package has since been agreed though it did nothing to address the unsupportable size of total debt compared to GDP. However, huge damage has been done to the Greek banking system and economy by the resistance of the Syriza Government, elected in January, to EU demands. The surprise general election in September gave the Syriza government a mandate to stay in power to implement austerity measures. However, there are major doubts as to whether the size of cuts and degree of reforms required can be fully implemented and so Greek exit from the euro may only have been delayed by this latest bailout.

**Portugal and Spain:** The general elections in September and December respectively have opened up new areas of political risk where the previous right wing reform-focused pro-austerity mainstream political parties have lost power. A left wing / communist coalition has taken power in Portugal which is heading towards unravelling previous pro-austerity reforms. This outcome could be replicated in Spain. This has created nervousness in the bond and equity markets for those countries which as the potential to spill over and impact on the whole of the Eurozone project

## Appendix 2

### Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management

#### **SPECIFIED INVESTMENTS:**

All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' quality criteria where applicable.

The following specified investment instruments, along with their minimum credit rating, have been outlined below:

	<b>* Minimum credit criteria / colour band</b>	<b>** Max % of total investments / £ limit per institution</b>
DMADF – UK Government	UK sovereign rating	100%
Bonds issued by multilateral development banks	AAA	100%
Money market funds	AAA	100%
Enhanced money market funds with a credit score of 1.25	AAA	100%
Enhanced money market funds with a credit score of 1.5	AAA	100%
Local authorities	N/A	100%
Term deposits with banks and building societies	Green	£10m
CDs or corporate bonds with banks and building societies	Green	£10m
Gilt funds	UK sovereign rating	100%

**NON-SPECIFIED INVESTMENTS:**

These are any investments which do not meet the specified investment criteria. Non-specified investments are typically viewed as being riskier than specified investments.

A maximum of £30m will be held in aggregate in non-specified investment

A variety of investment instruments are outlined below. The Council has selected these instruments based on their high credit quality.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	<b>* Minimum credit criteria / colour band</b>	<b>** Max % of total investments/ £ limit per institution</b>	<b>Max. maturity period</b>
UK Government gilts	UK sovereign rating	100%	5 years
UK Government Treasury bills	UK sovereign rating	100%	5 years
Local authorities	N/A	100%	5 years
Gilt funds	UK sovereign rating	100%	5 years
Banks	Purple	100%	2 years
	Yellow	100%	5 years

### **Appendix 3**

Approved countries for investments:

Based on lowest available rating

#### **AAA**

Australia

Canada

Denmark

Germany

Netherlands

Singapore

Sweden

Switzerland

#### **AA+**

Finland

U.K.

U.S.A.

#### **AA**

Abu Dhabi (UAE)

France

Qatar

#### **AA-**

Belgium





## PAY POLICY STATEMENT

March 2016

### 1.0 Background

- 1.1 Sheffield City Council is required under Sections 38 – 43 of the Localism Act 2011 to publish its pay policy; Sheffield City Council has routinely, on an annual basis, published data on all posts which have remuneration above £50,000.
- 1.2 The Council continues to monitor closely its senior management posts and keeps the structure under review to ensure it continues to be fit for purpose.
- 1.3 This policy statement does not cover or include staff employed by schools and is not required to do so.
- 1.4 This policy statement is required to be considered and approved by full Council at the Council meeting on 4 March 2016.

### 2.0 Definition of Officers Covered by this Policy Statement

- 2.1 This policy statement covers the following posts, full details of these posts is attached at **Annex A**.
  - a) **Head of the Paid Service**, which in Sheffield City Council is the post of:
    - i) Chief Executive
  - b) **Statutory Chief Officers**, which in Sheffield City Council are the posts of:
    - i) Director of Adult Services (under LASSA 1970)
    - ii) Executive Director CYPF (Director of Children's Services under Children's Act)
    - iii) Director of Legal and Governance (Monitoring Officer)
    - iv) Executive Director of Resources (Chief Finance Officer under Sec 151 of LGA1972)
    - v) Director of Public Health
  - c) **Non-statutory Chief Officers** (those who report to the Head of Paid Service or Statutory Officer)
  - d) **Chief Officers** (those who report to Non Statutory Chief Officers)

### 3.0 Pay Policy Statement

Sheffield City Council's aim on matters of remuneration is to have in place an approach that enables the authority to:

- Recruit and retain people with the skills and expertise to deliver high quality services to the citizens of Sheffield City Council;
- Manage employee remuneration in a manner that is fair, transparent and reasonable;
- Take account of national and regional pay policy and market trends in the context of local government;
- Have a framework for managing the range of pay across the Council's workforce, this is known as pay ratios;
- Have simple uniform packages across all employment groups and to manage pay matters within national guidelines and agreements;
- Protect and remunerate low paid employees at appropriate levels and this includes the Council's commitment to the Living Wage, and;
- Protect jobs and services for as long as reasonably possible and this includes a prudent, affordable and fair approach to pay.

#### **4.0 Policy on Remunerating Chief Officers**

- 4.1 Sheffield City Council's policy is to pay Chief Officers' basic annual salary; Chief Officers' salaries do not attract enhancements or bonus of any kind. There are no additional enhancements to redundancy payments, pension contributions or pension payments outside of the Council's normal arrangements for all Sheffield City Council employees. Travel and other expenses are paid through the normal authority procedures.
- 4.2 It is the policy of this authority to establish a remuneration package for each Chief Officer post that is sufficient to attract and retain staff of the appropriate skills, knowledge, experience, abilities and qualities that is consistent with the authority's requirements of the post in question at the relevant time. The Chief Officer Grading Structure is attached as **Annex B**.
- 4.3 Recruitment to posts at Chief Officer Level is undertaken by the Senior Officers Employment Committee which is a sub committee of the Council; membership is agreed by Council on an annual basis. All recommendations for appointment at this level are signed off by Cabinet.
- 4.4 Remuneration and recruitment – all posts will be advertised and appointed to at the appropriate approved salary for the post in question, unless there is good evidence that a successful appointment of a person with the required skills, knowledge, experience, abilities and qualities cannot be made without varying the remuneration package. In such circumstances a variation to the remuneration package may be appropriate under the authority's policy and any variation will be approved through the appropriate authority decision making process.
- 4.5 Pay Increases - the authority will apply any pay increases that are agreed by relevant national negotiating bodies and/or any pay increases that are agreed through local negotiations. The authority will also apply any pay increases that are as a result of authority decisions to significantly increase the duties and responsibilities of the post in question beyond the normal flexing of duties and responsibilities that are expected in senior posts.

- 4.6 Additions To Pay - the authority will not make additional payments beyond those specified in the contract of employment unless varied by the appropriate authority decision making process.
- 4.7 Local Election Fees - the Council sets and makes payment to the Returning Officer for the management and administration of local elections. The Returning Officer will make payments to those officers who undertake specific duties in relation to the elections (including Chief Officers) dependant on their role.

It should be noted that any fees payable for duties in connection with Parliamentary and European elections, election for Police Commissioners or referenda are recouped from Central Government subject to a prescribed aggregate maximum amount, and are not funded by the Council.

- 4.8 Performance Related Pay - the authority does not operate a performance related pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
- 4.9 Earn-Back (withholding an element of base pay related to performance) - the authority does not operate an earn-back pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
- 4.10 Severance Payments - The authority's normal policies regarding redundancy and retirement apply to Chief Officer posts. From 1 January 2015 to 31 December 2015, one Chief Officer was released from the authority on Voluntary Severance.

## **5.0 Policy on Remunerating the Lowest Paid in the Workforce**

- 5.1 The authority applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are incorporated into contracts of employment. The lowest pay point in this authority is Scale 1, point 6; this relates to an annual salary of £13,614 and can be expressed as an hourly rate of pay of £7.06 (April 2015 to March 2016).

A decision was taken at Cabinet on 16 January 2013 to uplift the pay of employees earning less than the nationally recognised Living Wage.

From April 2016 this will increase to £8.25 per hour. The payment will be made as a supplement which will be reviewed on an annual basis.

Pay rates are increased in accordance with any pay settlements which are reached through the National Joint Council for Local Government Services.

## **6.0 Policy on the Remuneration ratios**

- 6.1 Currently in this authority the ratio between the highest salary (£184,588) and the average median salary (£21,871) is 8.44:1. This demonstrates the authority's commitment to a fair approach to pay.

6.2 The authority is conscious of the need to ensure that salaries are kept under review and consistent with the needs of the authority as expressed in this policy statement. The authority's approach to the payment of staff is to pay that which the authority needs to pay to recruit and retain staff with the skills, knowledge, experience, abilities and qualities needed for the post in question at the relevant time, and to ensure that the authority meets any contractual requirements for staff including the application of any local or national collective agreements, or authority decisions regarding pay.

## **7.0 Approval of Salary Packages in Excess of £100k**

7.1 The authority will ensure that, at the latest before an offer of appointment is made, any salary package for any post (not including schools) that is in excess of £100k will be considered by full Council. The salary package will be defined as base salary, any fees, routinely payable allowances and benefits in kind that are due under the contract.

## **8.0 Flexibility to Address Recruitment Issues for Vacant Posts**

8.1 In the vast majority of circumstances the provisions of this policy will enable the authority to ensure that it can recruit effectively to any vacant post. There may be exceptional circumstances when there are recruitment difficulties for a particular post and where there is evidence that an element or elements of the remuneration package are not sufficient to secure an effective appointment. This policy statement recognises that this situation may arise in exceptional circumstances and therefore a departure from this policy can be implemented without having to seek full Council approval for a change of the policy statement. Such a departure from this policy will be expressly justified in each case and will be approved through an appropriate authority decision making route.

## **9.0 Amendments to the Policy**

9.1 As the policy covers the period April 2016 – end of March 2017, amendments may need to be made to the policy throughout the relevant period. As the Localism Act 2011 requires that any amendments are approved by the Council by resolution, proposed amendments will be reported to the Cabinet Member for Finance and Resources for recommendation to the Council.

## **10.0 Policy for Future Years**

10.1 This policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

**Julie Toner**  
**Director of Human Resources**  
**January 2016**

## Annex A

None of the Post holders listed below receives an honorarium payment for increased duties and responsibilities. Nor do any receive a payment related to joint authority duties.

<b>Status</b>	<b>Post</b>	<b>Base Salary (£)</b>	<b>Other Payments</b>
<b>Head of Paid Service</b>	Chief Executive	184,588	The Returning Officer's fee is based upon that payable at a national election and is variable dependent upon the type of election taking place. The Chief Executive will not be taking fees for local elections.
<b>Statutory Chief Officers which in Sheffield City council are the posts of:</b>	Executive Director CYP (Director of Children's Services under Children's Act)	119,984	
	Director of Adult Services under LASSA 1970	93,915	
	Director of Legal and Governance (Monitoring Officer)	81,267	Election duty fees are in accordance with normal authority procedures.
	Executive Director Resources (Chief Finance Officer under Sec 151 of LGA1972)	119,984	
	Director of Public Health	105,494	
<b>Non Statutory Chief Officers (those who report to the Head of the Paid Service or a Statutory Officer) which in Sheffield City Council are the posts of:</b>	Executive Director Communities	132,293	
	Executive Director Place	126,142	
	Director of Policy and Performance	81,267	
	Director of Sheffield First Partnership	82,740	

	Director of Children and Families (CYPF)	95,090	
	Director of Business Strategy CYPF	81,267	
	Director of Lifelong Learning and Skills (CYPF)	78,460	
	Children's Commissioner	75,650	
	Director of Human Resources (Resources)	82,740	
	Director of Commercial Services (Resources)	83,278	
	Director of Finance (Resources)	81,267	
	Director of Business Change and Information Solutions	85,363	
	Director of Customer Services (Resources)	69,853	
	Director of Transport and Facilities Management (Resources)	75,650	
<b>Chief Officers (those who report to Non Statutory Chief Officers) which in Sheffield City Council are the posts of:</b>	Director of Commissioning (Communities)	81,267	
	Director of Business Strategy and Safeguarding (Communities)	81,267	
	Director of Housing (Communities)	85,363	
	Director of Regeneration and Development Services (Place)	86,408	
	Director of Creative Sheffield (Place)	77,524	
	Director of Culture and Environment (Place)	82,740	
	Director of Business Strategy and Regulation (Place)	82,740	
	Director of Capital and Major Projects (Place)	91,628	
	Assistant Director of Legal & Governance (Deputy Monitoring Officer)	56,012 x 2 Directors in same post - only one of these acts as Deputy Monitoring Officer	

## Chief Officer Grading Structure

Grade Desc	SCP	Salary
Grade 7	1	£55,335
	1.5	£56,012
	2	£56,689
	2.5	£57,365
	3	£58,041
	3.5	£58,715
	4	£59,390
Grade 6	1	£65,099
	1.5	£65,891
	2	£66,683
	2.5	£67,474
	3	£68,266
	3.5	£69,060
Grade 5	4	£69,853
	1	£74,714
	1.5	£75,650
	2	£76,587
	2.5	£77,524
Grade 4	3	£78,460
	1	£80,333
	1.5	£81,267
	2	£82,202
	2.5	£82,740
Grade 3	3	£83,278
	1	£85,363
	1.5	£86,408
	2	£87,452
	2.5	£88,496
	3	£89,540
Grade 2	3.5	£90,584
	4	£91,628
	1	£93,915
	1.5	£95,089
	2	£96,263
	2.5	£97,467
Grade 1	3	£98,670
	3.5	£99,904
	4	£101,137
	1	£105,495
	1.5	£106,735
	2	£107,976
	2.5	£109,360
	3	£110,744
Executive Director	3.5	£112,075
	4	£113,406
	4.5	£114,767
	5	£116,127
	1	£116,902
	1.5	£119,984
	2	£123,066
	2.5	£126,142
3	£129,217	
3.5	£132,293	
4	£135,368	
4.5	£138,442	
5	£141,516	





## Sheffield City Council Equality Impact Assessment



**Name of policy/proposal:** 2016/17 Revenue Budget

**Status of proposal:** New      **Name of person(s) writing EIA:** Adele Robinson

**Date:** 26/01/2016

**Service:** Finance

**Portfolio:** Resources

### What are the brief aims of the Proposal?

The purpose of the Revenue Budget report is to:

- Approve the City Council's revenue budget for 2016/17, including the position on reserves and balances;
- Approve a 2016/17 Council Tax for the City Council; and
- Note the levies and precepts made on the City Council by other authorities.

## Background

Section 149 of the Equality Act 2010, the Public Sector Equality Duty says a Public Authority must, in the exercise of its functions, have due regard to:

- Eliminate discrimination, harassment, victimisation
- Advance equality of opportunity
- Foster good relations

Having due regard to these involves:

- Removing or minimising disadvantage suffered by persons
- Taking steps to meet the needs of persons with different characteristics
- Encouraging people to participate in public life
- Tackling prejudice and promote understanding
- Taking steps to take account of disabled persons' disabilities

This is with regard to people who share Protected Characteristics under the Act and those who don't. This means we need to understand the effect of our policies and practices on equality, which will involve looking at evidence, engaging with people, staff, service users and others and considering the effect of what we do on the whole community. One of the ways in which we do this as a Council is through conducting Equality Impact Assessments (EIAs).

The Council-wide EIA and the individual service EIAs on budget proposals that underpin it are focussed on the impact on the protected characteristics in the Equality Act 2010. These include age, disability, race, sex, sexual orientation, religion/belief, gender reassignment, pregnancy & maternity.

In Sheffield, we have decided to go beyond our statutory duty under the Equality Act 2010. We also assess the impact on the Voluntary and Community Sector (VCS), poverty and financial

exclusion, carers, armed forces and cohesion. We believe that this gives us a wider understanding than the statutory framework would without these additions.

Decisions will affect different people in different ways. It is possible that decisions will have a disproportionate impact on some groups in comparison to others, even if this is not the intention. We use the impact assessments to help us identify and to avoid any negative unintended consequences of the proposals developed. These could, for example, be disproportionate impacts on different geographic locations, different communities such as younger or older people, women or men, disabled people or BME (Black & Minority Ethnic) communities as well as the cumulative effect of any decisions made.

A commitment to tackling inequality, ensuring fairness and increasing social justice is at the heart of the Council's values. We have a new [Corporate Plan](#) for 2015-18 which has tackling inequalities as one of the 5 key priorities, we have supported the [Fairness Commission](#) and the resultant Fair City Campaign has produced a new [Tackling Poverty Strategy](#). The Commission report contained a set of Fairness Principles and these, as well as our new Corporate Plan and Tackling Poverty Strategy, have influenced our priorities and decision making across the Council.

The savings we are required to make this year amount to £50million, which is on top of £303 million of savings already made over the past 5 years. This means we are less able to protect front-line services than before. This is particularly relevant in the Communities Portfolio, where Adult Social Care was substantially protected in the first 3 years of cuts by having to make fewer savings than other areas. This means making significant reductions in spending at a time of increasing demand. Therefore Adult Social Care overall, including learning disability services, will be a challenging area for some time and we will have to make changes to the way we do things to ensure that services are as effective and efficient as they can. However protecting those in greatest need still remains one of our top priorities this year and is reflected in our Corporate Plan and budget consultation.

Although not within the scope of our budget proposals, it is important to highlight some other relevant factors which are impacting on people in the city. Research carried out by Beatty and Fothergill at Sheffield Hallam University has evaluated the cumulative impact of the welfare reforms on Sheffield, both at ward level and by household type, and found that the reforms are adding to the financial pressures facing some communities and are widening existing inequalities. They found that over £169m has been removed from the local economy as a result of these welfare reform changes. This equates to £460 per year per every working adult in the city. However, this reduction is not spread evenly, with some people seeing a much larger reduction and others seeing a smaller (or zero) reduction. These changes will be likely to impact on specific groups who already experience inequality such as people on a low income, disabled people and women. For example households with dependent children across the city will experience an average loss of £1,690 per year. This increases for lone parents to an average of just over £2,000 per year.

The State of Sheffield 2015 also highlights there is a growing inequality gap in the city which threatens cohesion and stability despite the many initiatives across the city to prevent or reduce inequality. This issue is considered in the proposals, as one of the strongest mitigations is prioritising those in greatest need.

These substantial reductions in funding mean that progress on work on tackling inequality is much more prioritised on those at risk or in need and focused on ensuring we do not slide backwards or

lose ground in tackling existing areas of inequality. However, it is inevitable when funding levels are cut year on year that there will be an impact on the services we deliver, including some of the work we do with people who are most vulnerable. As far as practically possible within the confines of a cumulatively reduced financial settlement, we have tried to minimise the impact on those in greatest need and most at risk. However, these are extremely challenging choices and difficult decisions have been proposed.

Impact analysis is started early in the process of considering service changes to ensure we involve relevant individuals and groups and understand any negative impact. The action plans for individual EIAs are designed to ensure that the services concerned implement reductions with as little negative impact as possible for the customers involved. There will be careful management control of each reduction. The impact analysis process helps to shape proposals which do not make it forward into the budget as well as those that do.

We have tried as far as possible to target the savings through changes to the way we work, including regionally and with other partners, redesigning and restructuring our services and support teams, and restructuring our contracts, but it is inevitable that there will be some negative impact on service delivery for those in greatest need and on those who share protected characteristics under the Equality Act.

The size and pace of the financial challenge has meant that efficiency savings alone will not enable us to balance our budgets so we will be continuing to reduce the Council's investment in services next year and in future years. Many of these reductions or changes in provision started in previous years and will continue - therefore the impacts on individuals and groups will be monitored to ensure that any potential negative impact is reduced as far as possible. EIAs are 'live' documents and will be subject to change, as proposals or evidence of impact changes.

Impact assessments are made available to all Council Members in advance of any decision being taken at Cabinet or Full Council, including briefing all relevant Cabinet Members on impact assessments related to proposals in their area of responsibility.

We are confident that our budget proposals will mean services for those that most need our help and support will be prioritised. However this does mean significantly reduced universal provision, including in areas like provision for young people, culture and sport. This reduced universal offer may impact especially on those households who although not in the greatest need, are still struggling financially and may not be able to pay for alternatives.

#### **Consultation and evidence to support EIAs**

Notwithstanding our legal responsibilities under the Equality Act, we believe that it is critically important that we understand how the difficult decisions taken by the Council impact on different groups and communities within the city, and that we take action to mitigate any negative impacts that might be highlighted.

Tackling inequality is crucial to increasing fairness and social cohesion, reducing health problems, improving wellbeing and helping people to have independence and control over their lives. It

underpins all that we do. The Fairness Commission findings and principles have guided the approach we have taken in developing these proposals such as:

- Those in greatest need should take priority.
- Those with the most resources should make the biggest contributions.
- The commitment to fairness must be a long-term one.
- The commitment to fairness must be city-wide.
- Prevention is better than cure.
- Be seen to act in a fair way as well as acting fairly.
- Civic responsibilities among residents contribute to the maximum of their abilities and ensuring all citizens have a voice.
- Open a continuous campaign for fairness in the city.
- Fairness must be a matter of balance between different groups, communities and generations.
- The city's commitment to fairness must be both demonstrated and monitored annually.

As part of the development of options for the 2016/17 budget, the Council ran a budget conversation between November and January that included a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by people who may be affected by them, and to ensure that they have had an opportunity to put forward other ideas for consideration.

In line with our values as an organisation, we have used consultation to inform people about our proposals, provide the opportunity to give feedback, make suggestions and let people know how their feedback has helped to influence our thinking. In this way we have attempted to ensure that our consultation activity is meaningful and appropriate at all times. Our budget consultation activity has had two main strands this year:

- Two large corporate budget conversation events in the Town Hall, supplemented by additional activity, including a survey.
- Detailed consultation on particular topics and specific proposals, including meetings with VCF and Businesses.

### **Corporate Consultation**

Budget priorities have also been heavily shaped by consultation activity undertaken over recent years that has consistently supported our approach based on the following guiding principles:

- operate efficiently as an organisation
- developing solutions for the longer term
- taking early action because we know prevention is better than cure
- focusing on people with the greatest need
- working with our communities to deliver services in a different way

This year public feedback reconfirmed widespread support for protecting services for the most vulnerable, particularly Adult and Children's Social Care. Other significant areas that people wanted the Council to concentrate on protecting now and in the future included Parks, Housing, Transport & Roads, Education, Employment, and Libraries.

These findings have been arrived at through both budget and non-budget related activity. This includes consultation that informed proposals in last year's budget, particularly where implementation is being phased over two years in areas such as assessments in Adult Social Care.

The first of this year's large budget conversation events in the Town Hall was held in November 2015 and gave an opportunity for the Council to explain the scale of reductions we are facing to members of the public and our partners, to set out our approach to making the reductions, and to invite initial feedback on our approach.

The open event was attended by over 60 people from partner agencies, representatives of community groups and voluntary organisations, as well as members of the public. The second event, held in January 2015, gave us an opportunity to describe our budget proposals in more detail, and included breakout sessions led by each of the Cabinet Members to discuss some of the most significant proposals in their areas of responsibility. To supplement the public events, we also invited people to have their say via an online survey on the following areas:

- What services do you want the Council to concentrate on protecting now and in the future?
- Ideas or comments about how the financial pressure on services in Sheffield should be handled
- Impact of the changes the Council has had to make.

We also produced a short animated video ([www.sheffield.gov.uk/budget](http://www.sheffield.gov.uk/budget)) designed to broaden understanding of the budget challenge and our approach and we used this alongside social media, and a city-wide poster campaign to signpost people to the consultation and website.

The public events and the survey elicited an extensive range of comments which helped to inform our overall thinking on the budget. These included requests at the public events for further information and explanations, along with people's views on; the Government's approach to cuts; radically different approaches to setting budgets; use of Council reserves, flexibility over charging and contracts; and the impact of cuts on BME communities, disabled people and social housing tenants in the city.

The survey asked people how Sheffield Council should handle the pressure on services which elicited a range of views. Most frequent responses related to reducing management/admin costs and making further efficiencies, alongside reviewing contracts, more community run services, focussing on core services and the most vulnerable, and getting people into employment. Other suggestions included increasing Council Tax, lobbying government, increasing digital/automation, selling off assets, focussing on upstream prevention, more recycling, and encourage business/devolution. There were also comments around appreciation of the scale of the challenge, the need for care over choice of cuts, as well as some views that some of the cuts should have been done earlier.

We also asked people about how changes had impacted on them personally, on their neighbourhoods and on the city as a whole. 85% of people who have responded to the survey so far had seen an impact, though a small but significant proportion of people didn't feel they had felt any impact as a result of the cuts to the council's budget.

The most frequently mentioned area of impact from changes included waste collection, social care, libraries, public transport, and roads. Other frequently mentioned areas included litter and

street cleaning, lack of progress on city centre regeneration, youth services, parks, and physical activity/sports activities.

People also gave their views on the draft proposals presented by Members at the second public event. These comments, and the responses to them, will be made available on the Council's budget webpages. More detail on our approach to budget setting and the points raised by people during this consultation event is available on the Council's website at [www.sheffield.gov.uk/budget](http://www.sheffield.gov.uk/budget)

This information has been carefully considered by officers and Members in developing and refining the budget proposals.

#### **Topic and service-based consultation**

Alongside our corporate budget conversation, we have also consulted with people about proposals on particular themes or in specific areas, and will continue to do so. This consultation takes many forms, depending both on the nature of the proposal and which providers, service users and communities are likely to be affected. This has included, and will include, consultation with employees where we are proposing staffing reductions. We have in the past been able to protect spend, in relative terms, on areas like adult social care.

**In Communities**, although we continue to prioritise support to the most vulnerable and those at risk, the continued reductions in government funding and continuing demand pressures have meant that this is no longer possible as the reductions needed in other areas would be likely to lead to these services becoming unsustainable. We have therefore spent a great deal of time talking to service users and providers about our proposals in adult social care, as this represents a significant area of change from current service provision. For example, consultation on the Learning Disabilities Commissioning Strategy has taken place with service users, providers and stakeholders to establish principles and overarching commissioning intentions, in order to enable the development of future specific proposals. We are reviewing adult social care reablement so that the service can refocus specifically on reablement. Customer views and involvement will inform recommendations and next steps for the development of the service.

**In Children's and Young Peoples' and Families' Services**, significant initial consultation and discussion with young people and parents was done last year in relation to changes in Youth Services and our contract with Sheffield Futures. Meetings with Sheffield Futures are taking place to monitor feedback on the potential impact of contract savings.

**Within Place**, there will be continuing engagement with community organisations and other stakeholders in relation to the proposed redesign of Activity Sheffield, and changes within business strategy and regulation – particularly on the proposed approach to dealing with night noise problems in the city.

We have also consulted with representatives of the **Voluntary, Community and Faith sector (VCF)** and **Business** via the Business Advisory Panel, co-ordinated by Creative Sheffield. Issues and concerns raised in discussion with the VCF representatives includes the need for more/better collaboration and co-production of services/activities and the extent of goodwill in communities that needs tapping into; concerns about the council's commissioning and contracting processes; capacity & capability building funding from the council for small and medium sized organisations; VCF involvement in digital interface between public services and citizens and use of community



buildings; the potential for the idea of a Sheffield safety net of a better set of connections to replace the shrinking welfare state; prevention & early intervention and a more systematic approach to people who live in social and private rented housing and finding themselves in difficulties.

Aspects of the proposed budget and connections to the broader financial sustainability and business growth agendas were discussed with the Business Advisor Panel in October and December 2015. These included the removal of Revenue Support Grant, Business Rates Localisation and potential for self-financing. Concerns were highlighted around business growth, and the uncertainty created by 12 month cycles which limit the ability to plan with confidence. Key issues and concerns related to focussing on the growth agenda, the importance of the city centre and HS2 station, and self-determination, need for longer term financial clarity, social care capacity in the city, and education and skills being an issue for businesses attracted to the city.

Consultation on proposals will not stop once the budget has been agreed by Members. Further consultation with those affected individuals, groups, organisations and staff will take place throughout the year as decisions are implemented through the Council's usual governance processes.

All the results of consultation activity will be taken into account when making individual decisions on the proposals. In some cases this consultation activity is not yet complete and therefore firm proposals will be subject to further decision making in line with the Council's usual governance processes. More information about our approach to consulting on the various budget proposals can be found in individual service EIAs.

### **Evidence - What do we already know – Sheffield Demographics**

As well as consultation evidence, we have used monitoring information we already hold in services to help us identify possible impacts and to help shape and inform the EIA process. To help us identify possible impacts requires an understanding of how the city is made up and the issues people face. The [2011 Census](#), [Sheffield Facts and Figures](#), [State of Sheffield](#), & [Community Knowledge Profiles](#) show:

- Sheffield's population has grown above the national average and the City Region, rising from 513,000 in 2001, 552,698 at the time of the 2011 census and 563,700 by 2014. This is currently projected to increase to around 600,000 by 2020. This has resulted from increases in births, net inward migration, and longer life expectancy.
- Sheffield is a diverse city and the ethnic profile continues to change, with the proportion of residents classifying themselves as non-white British growing from 11% in 2001 to 19% in 2011. BME adults make up 16% of the population and BME children 29%. The Pakistani community is the largest non-white ethnic group. Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas with high proportions of BME people. These areas tend to correlate with areas of deprivation.
- Sheffield has a higher proportion of its population aged 65 years or over (16.7% or 85,700 people) than the other English Core Cities. This is projected to increase to 20.4% by 2034, with the largest increase in the number of people aged over 85.
- The age group that has increased the most from 2001 to 2011 is 16–24 group; we now have 16.7% of our population in this group and a further 18.2% under 16. Factors most



influencing changing city profile being increasing university students and inward migration of households with young families.

- Sheffield has a geographical pattern of communities that experience differing levels of deprivation and affluence. Generally, the most deprived communities are concentrated in the north and east of the city whilst the most affluent are located in the south and west.
- We have high levels of financial exclusion in almost half of all Council wards, affecting approximately 218,743 people in 48% of wards. Rates of unemployment are highest among those with no or few qualifications and skills, those with caring responsibilities, lone parents, those from some ethnic minority groups, older workers and, in particular, young people
- Around 12 % of all households, 28% of over 60's and 24% of dependent children live in households reliant on Housing and/or Council Tax Support. We have 31,552 working age taxpayers who receive council tax support.
- Fuel poverty is slightly higher than the national average in Sheffield at 11% of households, thereby impacting 25,000. This rises to 30% of unemployed and 25% of lone parent households.
- However there is also increased polarisation of deprivation with over 25% of small areas now within the least deprived national category.
- While the pay gap between men and women has been reducing, there is still evidence that, in general, men are paid more than women; the gender gap in Sheffield is 17.5%. Also the unemployment picture shows gender differences, the male unemployment rate in 2014 was 6.4% (5.8% in GB), but for women this was 9% (5.4% GB total).
- Women pensioners therefore tend to be poorer than male pensioners. Other issues, which cannot be separated from experiences of financial exclusion and poverty, include age, ethnicity, sexuality, disability and domestic abuse etc.
- People within some groups can be disproportionately affected by disadvantage and inequality. For example, children are more likely to live in poverty if they are from Black and minority ethnic (BME) family: 52.8% of Somali and 48.3% of Yemeni children in Sheffield are eligible for Free School Meals compared to 19.9% of all children in poverty in Sheffield<sup>1</sup> and 31.6 % of children with Special Educational Needs (SEN) in Sheffield are eligible for Free School Meals compared with 18.5% of all children in Sheffield.<sup>1</sup>
- There are over 105,000 adults with a long term limiting illness, equivalent to around 20% of the population, with 9% saying this limits their activity a lot. This is the closest estimate of disabled people living in the city.
- Although the city is becoming healthier for most people, health inequalities across the city remain, and are in some cases widening, in particular older people, the young, some women, and some ethnic minority groups. People in the most deprived parts of the city still experience poorer health and die earlier than people living in the rest of the city.
- Life Expectancy in the city is 78.8 years for men and 82.4 years for women and there are greater numbers of women than men in the city, due to higher life expectancy for women.

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<sup>1</sup> SCC, January School Census 2010

However the healthy life expectancy for women is declining and is now 5 years below the national average.

## Impact Analysis

### Areas and detail of impact

#### Overall

Inevitably when funding is reducing year on year at the scale and pace that we are experiencing, there will be an impact on the front-line services we deliver, on those in greatest need and on some of the work we do with groups who share equality characteristic's under the Equality Act 2010. We have tried to minimise the impact on the most vulnerable as far as possible, however we have to make some really difficult choices. This year the savings and demand pressures that are required mean that we are less able to protect front-line services than before.

These substantial reductions in funding mean that progress on work on equality and fairness is much more focused on ensuring fairness and ensuring that we do not slide backwards and lose ground in tackling existing areas of inequality.

We have tried to minimise the impact on front-line services to customers as far as possible by finding more efficient ways to deliver services, including by reducing costs of management, offices, technology and other corporate services, however we have had to make some really difficult choices.

We are being guided in these choices by our values, commitment to fairness, tackling inequality, and by our priorities as outlined and supported by our consultation.

Our approach to the budget is in **Portfolio Areas** which correspond to the way Council is structured:

- Children, Young People and Families
- Place
- Resources
- Communities

There is also the small corporate services function 'Policy, Performance and Communications (PPC)'.

The approach adopted to balancing the 2015/16 budget, namely to require Portfolios to find 15% reductions in their net expenditure, did not identify sufficient amounts to balance the budget, requiring a number of corporate items to be identified to bridge the gap (for example savings from the early payment of pension contributions, reduction in the ITA Levy and additional specific grant income). These difficulties reflected that 2015/16 was the fifth year of the Government's austerity agenda, and so ways of reducing net budgets across the board are becoming harder to find.

Consequently for 2016/17 onwards we are proposing a change in approach. Portfolios are still required to absorb their pressures (so there may well still be a number of Portfolio-based savings schemes), however to achieve the corporate savings necessitated by the anticipated reduction in RSG from Central Government we will concentrate on a discrete number of key areas where we believe resources can be released.

In line with their longer term plans Portfolios have undertaken initial impact analysis on all budget proposals. Where the risk of disproportionate impact has been identified an in-depth impact assessment has been undertaken and mitigations sought. The impact analysis shapes proposals which do not make it forward into the budget proposals as well as those that do.

## Areas and detail of impact

### Overview of Portfolios Areas

**The Place Portfolio** has completed Budget EIAs on savings totalling £9.5m identified for 2016/17. We have asked our partners Amey, Veolia and South Yorkshire Passenger Transport Executive (SYPTe) to identify and deliver potential savings on each contract.

The budget proposals are a mix of:

- New ways to deliver the services that support our Strategic Priorities, particularly in respect of Thriving Neighbourhoods & Communities and Strong Economy.
- Making sure that all of our services are operating as efficiently as possible.
- Reviewing existing charges and introducing new ways of generating income.
- Changing or reducing service standards and, as a last resort, stopping some activities altogether.
- Contract negotiations in order to reduce costs.

Some of the most significant savings are anticipated to come from our strategic partners Amey, Veolia and South Yorkshire Passenger Transport Executive (SYPTe). At present, work with Veolia to achieve savings on the waste contract remains in development. Any potential equalities impacts and mitigation will be identified further as the work progresses. Savings on the Streets Ahead contract will mainly be achieved from performance deductions, refinancing and some contractual changes with little impact on service provision or on staffing.

SYPTe are anticipated to put forward potential savings of 10%. The majority of these savings will be non-customer facing, through initiatives such as refinancing and efficiencies, although some of this saving will need to be achieved through proposals which if approved, will directly impact on customers. Any potential equality impacts of the proposals put forward including mitigation will be identified further as the work progresses.

A range of evidence including data and consultation has been used to identify if there are any differential impact proposals. The key areas are:

- SYPTe proposal to increase in child concessionary bus fares from 70p to 80p, which has potential implications for bus use by younger people. There is no clear link between bus fares and patronage and other factors are likely to have a significant influence on bus usage.
- There is a cumulative impact of year on year reduced subsidies on our charitable partners, Museums Sheffield, Sheffield International Venues and Industrial Museums. Although the services continue to be delivered, staffing will be at reduced levels. Any potential leisure or theatre price increases will be minimised for low income users via discount schemes.
- Place Public Health budget savings will have a low level impact on health inequalities especially for those people living in the more deprived areas of Sheffield and the most at risk and in need as this is where the work tends to be targeted. The savings also have the potential to impact on some of our Voluntary, Community and Faith partners due to reduced funding.
- Inflationary increases in fees and charges in Environmental and Regulatory Services and greater cost recovery for service provision may have greater impact on low income households. However, we will continue to deliver free and subsidised pest control services. In respect of

## Areas and detail of impact

night time noise, our Service Review will try to ensure protection for those on low income.

- The potential impact on the Voluntary, Community and Faith sector regarding a 15% reduction in revenue funding from Parks and Countryside; this funding has been protected for the previous three years and proportionally is being cut less than other areas within the service.
- The review of Activity Sheffield may impact on financial inclusion, BME groups and on health inequalities as they strategically target their service to those groups and demographic areas with the highest health inequalities. Additionally, the Service has a higher percentage of the BME community accessing its services than the overall BME population levels in Sheffield. When further information is available, detailed plans will need to be drawn up to determine impacts and possible mitigation.
- A broad range of potential impacts may result from the Portfolio Commercialisation activity. Examples may include (but not be limited to) reviewing charging models for service provision, changing or reviewing service standards and ceasing activity altogether. Until more specific proposals are drawn up however, the scope and nature of potential impact negative or positive cannot be fully analysed.

There are number of workforce related changes such as deletion of vacant posts and a number of voluntary staff reductions and changes. There is possibility of wider workforce impact through increased workload. The year on year reduction in workforce has had a positive impact on the workforce diversity profile. This has shown steady improvement for majority of characteristics. However, for 16/17 onwards this has been highlighted as a potential issue dependent on the impact of Commercialisation. As it may be necessary in some areas to use managing employee reduction processes to achieve non-voluntary staff reductions. This will continue to be monitored to manage any mitigation required.

The cumulative impacts in Place are related to socio economic issues, partners and staffing. Most of the budget savings have been implemented with no significant equalities impact due to, for example, ongoing subsidies mitigating any potential barriers to increased charging and more efficient ways of working. Key to this process was well planned quality consultation to inform the decisions and also gain the public and partner's input and understanding of the changes required.

**Children Young People and Families** have produced a total of 38 Equality Impact Assessments (EIA) across the Portfolio. As well as the pressures of budget cuts required through reductions to our grant CYPF are seeing significant and growing demands set alongside changes in legislation and policy which impact on the way in which we operate and the expectations children, young people and families have of us. These demands and changes in legislation mean a financial pressure of £5.6m across CYPF for 16/17.

The strategy to manage the potential impact of our budget proposals enables us to prioritise services that:

- Keep children, young people and families safe, healthy and strong and give every child a great start in life.
- Develop skills for life and work and encourage active, informed and engaged young people into further education, employment or training.

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- Support schools and children and young people's education in improving the quality of learning outcomes and attainment for all.
- Generate income from our traded services with schools in particular across School Meals and Information Communications and Technology support.

Within Lifelong Learning Skills and Communities, the proposed savings in youth services are part of the programme of reshaping and rationalisation designed to create a service better equipped to engage with vulnerable young people (14-24) and support them into further learning and work, deliver annual savings, attract external income and anticipate the end of the Sheffield Futures contract in 2017 with a view to creating a self-sustaining Youth Trust. Whilst significant, the youth service savings are part of a strategy over several budget rounds that have protected provision to those in the most need.

In addition, there are some small changes to post funding which will allow us to maintain service levels across the 14-19 service and within Opportunity Sheffield. There is also scope to increase income from traded services.

The changes to Public Health in 2016/17 include the first year of a 3 year contract reduction for Health Visiting and School Nursing through a service redesign as well as reductions to the Sexual Health Sheffield contract which will see a service remodeling.

The Children and Families proposals include:

- An integrated approach between Special Educational Need and Disabilities and Children with Disabilities Teams, with realignment of staffing and a new structure across teams to provide services for families.
- Creating an 18-25 Integrated Transitional Independent Living Provision working across Children's SEN, Children's Social Care and Adult Services.
- Integrating Early Years Advice and Support function into Best Start Teams.
- Transformed and joint funded multi agency early intervention Responding to and mitigating pressures on short break and respite.
- Investment in early intervention and prevention and screening teams which will lead to a reduction in total social care caseload across the city.

This should reduce pressures on placements, fostering and adoption, youth justice grants will be met, and enable continuation of provision.

There are also a number of workforce related changes, such as the deletion of vacant posts voluntary staff reductions and change that arise as a result of service redesign and integration (such as in Early Years Advice and Best Start). It will therefore be necessary to use managing employee reduction processes to achieve staff reductions. When changes take place we will assess the impact of these changes and take action to mitigate against any negative impacts including providing staff with support.

There will also be staffing impacts across providers where we are reducing grants or changing contracts, this will be managed by providers. However the transition towards the Living Wage will see some employees of our providers benefit from an increase in pay as a result.

The year on year reduction in workforce has, however, had a positive impact on the workforce diversity

## Areas and detail of impact

profile in CYPF as well as across the Council. These have shown steady improvements for the majority of characteristics in the census.

Overall, wherever possible, we have sought to minimise the impact that changes to young people's services will have on young people and their parents/carers. We recognise that some of the children, young people and their families will be using more than one of the services where there are proposed changes and they may be affected by this.

We recognise that there have been year on year cumulative reductions since 2010, for example to youth services.

These have been mitigated by focussing on those in greatest need of support or who are at risk, finding alternative sources of income. Usage data since the start of reductions in 2010/11 highlight an improved take up of youth provision with targeted groups.

Equally, other reductions for example those to the Sexual Health Service can affect multiple characteristics. Dialogue with the provider and the development of a provider led EIA is part of the mitigations.

Our transformational changes, for example with Best Start, will have a positive impact on outcomes for 0 to 5's and for those in the greatest need, which includes some BME groups, women and mitigates against negative impacts from other changes. Best Start is a multi-agency early intervention service jointly funded, commissioned and delivered with key partners including schools. This will result in better targeted support and will contribute towards improved outcomes for Sheffield's children, young people and their families in health, in attainment and in safeguarding.

In terms of work with the VCF sector, Sheffield Futures is the largest contractor of youth services. The reshaping of Youth Services, which started in 2012 has resulted in shared and more effective management as well as savings on overheads. The approach protects services to young people as much as possible and the majority of savings have been achieved through reductions in our contract.

We are now in the final phase of the 5 year programme to transform youth services and are moving towards the creation of a new model of integrated youth support by establishing an innovative, sustainable and independent Youth Trust. We will secure external funding and work with the Government to demonstrate how early intervention supports disadvantaged young people.

Also through Best Start there is the potential for greater involvement and a possible greater role in long term locality based delivery for locally based voluntary, community and faith sectors that are key partners delivering improved outcomes and who have local knowledge of the local area and can help reach the hardest to involve sections of the community.

Our management and staffing levels in both front line and support services have been reduced over the years as we have integrated functions and teams.

Overall the savings made have enabled high quality essential intervention and prevention services for the most vulnerable children and families to continue. Last year although we had difficult choices to



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make, our mitigations and monitoring of impact were effective. Wherever possible we have minimised the impact that the proposed changes on young people's services will have on young people and their parents/carers. We recognise that some of the children, young people and their families will be using more than one of the services where there are changes proposed and may therefore be affected by this. Some people will have received a changed or a reduced service as we focus on the most in need and at risk and wherever possible we have sought to mitigate this but this may have impacted on those families who are struggling financially although not in the most need.

There are completed EIAs which relate to **Public Health savings (approximately £3.2m)**. More detail on the use of our Public Health grant is given in the portfolio sections. There are EIAs for the Director of Public Health Office which mainly cover internal structures and have lower impact. Overall there will be a reduction in investment in this area to reflect Central Government cuts. We are reviewing how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This may mean that we will try to save on existing activities in order to reinvest in other areas which have been prioritised.

Some of the proposals involve more cost effective delivery and retendering of contracts, earlier intervention leading to prevention, or internal restructuring and staff reductions that will have fewer equality impacts. Some of the changes have the potential to impact negatively upon some people who share protected characteristics. However, two of the main areas will support are advice and information so the impact of the overall investment will be positive on the groups within the EIA.

**In the Resources Portfolio** there are EIA which cover all budget savings for 2016/17 which total £2.2m. There are EIAs pending Managing Employee Reduction (MER) processes across services such as Commercial Services, BCIS, HR and Transport services. EIAs on past MERs have all shown no disproportionate impacts on staff within the portfolio.

Over the last few years we have mitigated reductions by:

- Redesigning, restructuring and integrating services and teams to increase efficiency and effectiveness.
- Focusing on service support areas, resulting in staff reductions and reduced office costs. Only a limited number have had potential equality impacts on our customers.
- Taking steps to ensure we get the best value for money and quality in our contracts and commissioning.

In 16/17 there is a Customer Service proposal which covers the redesign of the services, implementation of changes to technology to deliver efficiencies and the implementation of customer experience strategy. There are potential positive impacts from this strategy on certain groups who prefer online services.

There are further proposed changes to the financial system, contracts and a continued reduction in office costs. These have no equality impacts.

There are other EIAs which do have customer impact such as Council Tax and its support schemes. We are proposing this year to continue to keep the same Council Tax Support (CTS) scheme. The CTS scheme continues to be based on the principles of the old CTB regulations and provides for the maximum financial support being made available to those with the greatest financial need. They protect some of the income of the disabled and of families whilst providing assistance to those people who move off benefits into paid employment.

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The Council recognises however that requiring all working age customers to pay a minimum of 23% of their Council Tax may cause financial hardship amongst some households. Therefore the Council is also proposing to increase the Council Tax Hardship Scheme (CTHS) in 2016/17 by 33% (200k) in order to continue to offer assistance to the most financially vulnerable households.

This year we are also proposing an increase in Council Tax by 33p per week on average. Again we are aware that any increase in Council Tax could have a negative impact on those households who are already struggling financially. However, the provision of Council Tax Support (CTS) backed up by the increase in the CTHS will try to ensure that such an impact is minimised.

This year we have also introduced a new social care precept as allowed by National Government of 2% covering part of the funding gap in this area specifically. The impacts will continue to be monitored through the EIA process and action plans developed to mitigate impacts where appropriate.

**In the Communities Portfolio** there are EIAs against the budget savings of £10.23m. Many of the services in this Portfolio, such as Adult Social Care and Public Health, are by definition providing services to vulnerable, disabled and older people. Savings in the Portfolio therefore have the potential to impact negatively upon those protected groups. However, where there is a risk of impact, full EIAs have been carried out and these will be updated regularly to inform the recommendations as part of the development and implementation of proposals. Over the last few years we have:

- Worked with local people and communities to change how many of our libraries are run.
- Taken steps to ensure we get the best value for money and quality in our contracts and commissioning.
- Reviewed Social Care support to make sure it meets eligible current needs, is fair, equitable and cost effective.
- Continued to invest in Grant Aid to the local voluntary sector, and minimise grant reductions across the sector wherever possible.

During 2016/17, we will continue to support a range of areas such as library services, Grant Aid to the local voluntary sector, Council Housing services, Housing Options and Advice, private sector housing standards, housing related support for vulnerable adults and adult social care.

Within Adult Social Care, we will continue to prioritise those people who need our support and fulfil our statutory obligations. Over recent years we've reviewed hundreds of social care packages. During 2016/17 we will complete reviews and reassessments in the Learning Disabilities Service to ensure customers have the right level of support in place, in order to help them maximise their independence and meet their needs, as well as being good value for money.

We will continue to take steps to ensure we get the best value for money and quality in our contracts in a number of areas. Key examples of this are the Learning Disabilities Commissioning Project and Public Health contracts.

The Learning Disabilities Commissioning Project continues to improve quality and choice for people with a learning disability, and to ensure best value by achieving efficiencies. This area of work sits underneath the overarching 2015-2018 Learning Disabilities Commissioning Strategy. It includes



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building up alternatives to current short breaks and day provision at more cost effective market rates and reviewing the high cost private sector placements. This work has been informed by consultation and customer involvement. Proposals relating to tendering and negotiating cost will ensure fairness and equality of funding, and that people will get the most from personal budgets. Although people want improvement in services, we know change (such as change of provider) can create anxiety. Even when change ultimately results in positive outcomes, it can initially be difficult for service users and their families, and therefore any transitional arrangements need to be managed carefully and sensitively. When mitigating actions have been put in place, the impact of the project should also lead to positive outcomes for people with a learning disability and their carer's.

We are planning a pilot within our Occupational Therapy Service to test out the potential for reducing double-handed care for some adult social care clients. This would explore the impact of prescribing equipment (e.g. hoists) in preference to utilising additional members of staff. Research so far suggests that the pilot should increase the independence, dignity and privacy of customers and carers (as well as leading to financial savings). However, customer feedback will inform the completion of the final EIA and the development of any plans to widen the approach with other customers after the pilot.

Public Health contracts in Communities will see a reduction in some areas, but the impact of this will be limited due to mitigations such as:

- Savings being based on current underuse of services meaning provision will be maintained at current levels (within the carers respite service) and,
- Savings being part of planned reductions in services that providers were aware of when contracts were let (service provision for people with drugs and alcohol misuse problems, which initially included set up costs for new services which is now not required).

We are reviewing adult social care reablement so that the service can specifically refocus on reablement. 92% of people using the service are aged 65 or over. In line with the Care Act, all customers with an eligible care need will have their care needs met, but not all customers will access the Short Term Intervention Team (STIT) service. Ensuring the existing charging policy is implemented will bring the approach in line with the adult social care Fairer Charging policy. A full EIA has been completed and will be updated regularly to inform options/recommendations regarding the remodelling of the service. Customer and stakeholder involvement and views will be central to this ongoing work. Key areas of review are:

- People are sometimes staying in the service longer than they need to due to delays with providers in the independent sector picking up their ongoing care. Some people are also referred into the service when they would actually not benefit from reablement but would be better placed going straight to receiving homecare from an independent sector provider. As well as leading to financial savings, dealing with these issues should lead to positives for people as it will reduce the number of different providers that they people are supported by which will lead to better continuity of care and less disruption and assessments.
- Current policy is to charge for those using the service over 6 weeks but in practice this doesn't happen. Customers who are assessed as not having to contribute towards the cost of their social care would not be affected and only customers who would pay for their care if they were with an independent sector provider will be charged. The charges will be set at the same rate as the independent sector rate. This will be implemented alongside a robust communication plan.

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There will be some staff reductions within Communities and we will work towards minimising the impact on direct provision, for example through more joint working (such as by following a multi-disciplinary team approaches where possible). There will be an impact on staff individually but appropriate HR guidance will followed, which will ensure that this should not have a disproportionate impact on any group already under represented within the staffing profile.

**In Policy, Performance and Communications** there are less than 100 staff overall and there are therefore limited EIAs. These are mainly internal restructures including public health, and changes to contracts and are not likely to have any customer impact.

### **In summary there are a number of key themes that run through the proposals:**

- The restructuring and integrating of services and teams to increase efficiency and effectiveness.
- Developing solutions for the longer term.
- Taking preventative action and intervening earlier.
- Stopping some functions or activities and working with partners so they can be delivered by others where possible.
- 'Managing Employee Reductions' processes to reduce the number of staff employed especially in, non-front-line and management roles.
- Targeting of resources and prioritising support to those who need it most and those at risk.
- Helping people to be independent, safe and well and to make their own choices.
- Obtaining better value for money in the services we commission or purchase including joint funding.
- Working with other partners to avoid duplication, so people get co-ordinated help and support.
- Fairer contributions and charges to ensure full cost recovery and as a way to maintain services.
- Increasing commercialisation and traded services such as with schools.
- Investing and supporting the Voluntary Community Sector with no reductions in Grant Aid or Equality and Fairness grants but small reductions in specific areas.
- Reducing public health investment and shifting the focus to address the root causes of ill health.
- Supporting individuals to help themselves and their communities.
- Continuing with changes made in the past year to have full year effect.
- Continuing to monitor the impact of changes over the coming year.

Furthermore, we will continue to fund a Local Assistance Scheme and to have a Council Tax Support scheme at 23% in spite of Government funding cuts in these areas. We will also mitigate the impact of the 1.99% increase (33p) in Council Tax and an additional 2% Social Care precept to, by increasing the Council Tax Hardship Fund in 2016/17 by 33% (200k).

Overall, this year the proposals do have the potential to impact negatively in some areas and service. EIAs have sought to mitigate this, however there are also positive impacts which have been identified. Further details of the impacts are contained in individual service EIAs.

Our impact assessments identify and provide mitigations for any potential impacts in services for younger people, older people, disabled people, BME, women and men, religion and belief, sexual orientation, voluntary community and faith sector, cohesion and financial inclusion/ poverty (there is over representation within this last group of disabled people, carers, young people, some women and some BME communities). Further details of the impacts are contained in individual service EIAs which

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are listed at the end.

### Multiple and cumulative Impacts

We have looked back at the cumulative impact of changes over the last few years to inform our decision making and found that service transformation, including staff reductions and joined up services, and prioritising those in most need have been the most effective way to mitigate the negative impact of budget reductions and increased cost pressures.

Disabled people, some women such as lone parents and women pensioners, carers, young people and some BME communities who tend to have a lower income and are more likely to be cumulatively impacted.

By definition, older people, disabled people, carers and women will be the most impacted by the changes in Adult Social Care, and Disabled people will also be affected by the changes in the Learning Disability Commissioning Strategy. Young people and parents will be impacted by changes in 'youth' services.

Some people who have been previously receiving a service will receive a changed, reduced or no service as we focus on the most in need. This reduction in universal provision is likely to impact on those who are not in the greatest need, but households who are struggling financially and may find it difficult to pay for alternative provision. Areas where this is likely to cause an impact are youth provision, sport, leisure and culture and with disabled people and carers with changes to care and support.

We are continuing to work with partners to be more efficient and joined up such as with the NHS Clinical Commissioning Group by developing a single pooled budget for Health and Social Care. The changes came into effect in April 2015 and they are helping to mitigate both demand pressures and cumulative impact.

We are continuing to work across the region where appropriate to help save costs and to enable better joined up services.

There are year on year reduced subsidies on our charitable partners, however where charges increase, whether for leisure, cultural or other services, it has the potential to increase barriers to participation to individuals and families on a low income, therefore affecting the groups above.

A further impact across a range of proposals will be the transition from one provider to another, which may include moving from one location to another. These changes have the potential for significant impact on those individuals transitioning. We will take this into account in any changes, undertake risk assessments where necessary and provide support for users and carers.

There are again a number of changes to our strategic contract arrangements (e.g. waste management and highways). Our providers where relevant have undertaken consultation and evaluated impact and we have tried where possible to limit impact on front line services.

There will be an impact on the workforce across all areas given the amount of internal restructuring as a result of the budget proposals and possible staff reductions of up to a further 400 posts in 2016/17. A

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significant number of workforce EIAs are ongoing and a Council wide Managing Employee Reductions (MER) EIA has been completed. Over the last few years changes to staffing has resulted in a positive impact on workforce diversity.

It is difficult to quantify the cumulative level of impact as mitigations have been highlighted in all EIAs and external factors, such as welfare reform, are also impacting negatively on some of the same groups. For example, disabled people, carers, young and older people and women.

Our online consultation has noted that 85% of people who have responded to the survey so far had seen an impact on the continued reductions, though a small but significant proportion of people didn't feel they had felt any impact of the changes.

The most frequently mentioned area of impact from changes included waste collection, social care, libraries, public transport, and roads. Other frequently mentioned areas included litter and street cleaning, lack of progress on city centre regeneration, youth services, parks, and physical activity/sports activities.

As a Council, we cannot invest or provide services in as many areas as we did before the reductions started 5 years ago. Services are targeting those who need support the most and those at risk but that does mean that there is reduced universal provision. This is reflected in the feedback in consultation. We are however remaining proactive in intervening earlier to save costs later such as Best Start and maintain our apprenticeship and employability schemes.

### Age

### Older People

In 2011 Sheffield had a higher proportion of its population aged 65 years or over (16.7 % or 85,700 people) than the other English Core Cities (the 8 biggest cities in England). The proportion of Sheffield's population aged over 65 is also projected to increase, with the largest increases in the number of people aged over 85.

Across **all Portfolios** impacts on age have been identified; however for older people the impacts are largely in **Communities**. There are currently approx. 8,000 people currently receiving social care support.

Within Adult Social Care, we will continue to prioritise keeping people who need our support safe and well and fulfilling our statutory obligations.

We are reviewing Adult Social Care reablement so that the service can refocus specifically on reablement. 92% of people using the service are aged 65 or over. In line with the Care Act, all customers with an eligible care need will have their care needs met but not all customers will access the SITT service. Ensuring the existing charging policy is implemented will bring the approach in line with the Adult Social Care Fairer Charging policy. A full EIA has been completed and will be updated regularly to inform options/recommendations regarding the remodelling of the service. Customer and stakeholder involvement and views will be central to this ongoing work.

The Better Care Fund partnership with the NHS CCG has continued to develop with the aim to deliver better joint commissioning, to ensure people get the right care when and where they need it. This

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should also lead to more effective and efficient services and lead to positive impacts for older people.

We are investing in Grant Aid to the local voluntary sector and as part of this we are continuing to support lunch clubs to reduce isolation of older people. We are also reviewing existing arrangements across the Council within the next year to ensure we are prioritising available support. The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

**In Place** there may be some negative impacts on older people dependent on the savings identified through working with our partners Amey, Veolia and SYPTE but, wherever possible, we will try to mitigate this by reducing the impact on front-line services. For example where services are reducing we will continue to make sure the people who need our support the most can still access services.

**CYPF, Resources and PPC. In Resources** the changes to the Council Tax Support Scheme are likely to have a low impact in this area as regulations prescribe that current, and the vast majority of future claimants of a pensionable age are protected. This means that if they are eligible for support, the amount of support that they receive is based on 100% of their net Council Tax liability. Those who receive Pension Guarantee Tax Credit will currently have their full council tax charge covered by CTS, and this will still be the case if council tax increases.

## Young People

The age group that has increased the most from 2001 to 2011 is the 16–24 group. We now have 16.7% of our population in this group and a further 18.2% of the city's population is under 16. 28% of BME residents are aged under 16.

Around 20% of people in Sheffield will live in relative poverty at any one time. In 2012 this included 23% of all Sheffield children and almost a third of all Sheffield children under 10.

**In Children, Young People and Families Services** many of the proposals and subsequent EIA's relate to internal changes or small employee reductions. The proposals with the main differential impact are summarised below:

- The reshaping of Youth Services, started in 2012, was to have shared and more effective management as well as savings on overheads such as buildings. The approach protects services to young people as much as possible and the majority of savings being proposed therefore have been achieved through reductions in our contract with Sheffield Futures. In 2016, we are in the final phase of a 5 year programme to transform youth services in Sheffield and are moving towards the creation of a new model of integrated youth support by establishing an innovative, sustainable and independent Youth Trust. We will secure external funding and work with Government to demonstrate how early intervention supports disadvantaged young people.
- There has, however, been a cumulative reduction in the universal offer to children and young people and this is likely to impact on young people and their families who have a lower income and would struggle to pay for additional activities/ services.
- The Early Years Best Start service redesign will improve outcomes for 0-5 and their families as a part of the approach of targeting services to those in greatest need in order to improve outcomes.

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- There will be increased trading of our services to schools who are increasingly independent from us, including financial independence. We will still continue to provide statutory provision in these areas.
- A number of proposals focus on the internal restructuring of teams which means reduced numbers of posts. We do not expect the changes to have an impact on service provision and details of these changes can be found in service EIAs.

**In Resources and PPC**, there are mainly none to low impacts, as most of the EIAs relate to internal restructuring. The main areas of customer impact are Council Tax and Customer Services. In relation to Council Tax, it is clear from the collection rates that under the CTS scheme some working age households have found (and will continue to find) it harder to meet their council tax liability than others.

In anticipation of this, the Council introduced a Council Tax Hardship Scheme (CTHS) to offer additional support to those in severe financial need. Analysis of the awards made under the CTHS scheme show that over 90% of awards have been made to working age taxpayers, the group most adversely affected by the introduction of CTS. However, analysis of awards made under the CTHS scheme show that less than 10% have been made to customers aged 18-25. We have increased the hardship fund significantly by 33% (£200k) to £800k in 2016/17.

The changes in Customer Services covers contact centre technology and the implementation of customer experience strategy, which in some cases will lead to positive impacts, such as better access to services online (the preferred contact method of younger people).

**In Place** there are potentially impacts dependent upon the savings identified through working with our partners Amey, Veolia and SYPTE. Although most impacts will be low, these will be identified in the individual EIAs on proposal. However in the SYPTE proposal there is an increase in child concessionary bus fares from 70p to 80p, which has potential implications for bus use by younger people and families with dependent children who are struggling financially.

**In CYPF** there will be a reduction in overall investment in the **Public Health Grant** due to National Government funding reductions. Therefore, there will be some services changes which may impact on young people, such as changes to sexual health. The Sheffield Integrated Sexual Health Service (ISHS) is commissioned by Public Health to deliver sexual health services for all ages, including under 16s, as well as Chlamydia Screening which targets the 16-25 age range. Young people are more at risk of poor sexual health due to increased exposure to risk taking behaviours. Dialogue and consultation with the provider and through the development of a provider led EIA is part of the mitigations.

### Disability

There are over 103,000 adults with a long term limiting illness in Sheffield, equivalent to around 19% of the population, with 9% saying this limits their activity a lot. Service EIAs have identified a potential risk of negative impact on disabled people, both directly and indirectly, through impacts on people on a low income and noted mitigations to be put in place. Over a third of disabled people live in areas which are in the 10% of the most deprived areas in the country, which is 10% more than the average in Sheffield.

[See Community Knowledge Profile](#)

Across **all Portfolios**, impacts on disability have been identified however for disabled people the



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impacts are largely in the **Communities Portfolio**. Most users of Adult Social Care are disabled by virtue of the eligibility criteria for services. This means that some of the changes within Adult Social Care will have a larger impact upon disabled people. There are currently approximately 8,000 people currently receiving support, including 1,691 people with a learning disability. A lot of the same impacts that were identified for older people are also outlined below for disabled people due to the nature of the services.

Over recent years we have reviewed hundreds of social care packages. During 2016/17 we will be completing the reviews and reassessments that are overdue in the Learning Disabilities Service to ensure customers have the right level of support in place in order to help them maximise their independence, and achieve good value for money.

We will also continue to take steps to ensure we get the best value for money and quality in our contracts in a number of areas. Key examples of this are the Learning Disabilities Commissioning Project and Public Health contracts.

The Learning Disabilities Commissioning Project continues to improve quality and choice for people with a learning disability, and to ensure best value by achieving efficiencies. This area of work sits underneath the overarching 2015-2018 Learning Disabilities Commissioning Strategy. It includes building up alternatives to current short breaks and day provision at more cost effective market rates, and reviewing high cost private sector placements. This work has been informed by consultation and customer involvement. Proposals relating to tendering and negotiating cost will ensure fairness and equality of funding, and that people will get the most from personal budgets. Although people want improvement in services, we know that change (such as change of provider) can create anxiety, even when the change ultimately results in positive outcomes. It can initially be difficult for service users and their families, and therefore any transitional arrangements need to be managed carefully and sensitively. When mitigating actions have been put in place the impact of the project should lead to positive outcomes for people with a learning disability and their carer's.

Public Health contracts in Communities will see a reduction in some areas, but the impact of this will be limited on disability due to mitigations such as:

- Savings being based on current underuse of services meaning provision will be maintained at current levels (within the carers respite services).
- Savings being part of planned reductions in services that providers were aware of when contracts were let (e.g. service provision for people with drugs and alcohol misuse problems, which initially included set up costs for new services which is now not required).

We are reviewing adult social care reablement so that the service can refocus specifically on reablement. 92% of people using the service are aged 65 or over. In line with the Care Act, all customers with an eligible care need will have their care needs met but not all customers will access the STIT service. Ensuring the existing charging policy is implemented will bring the approach in line with the adult social care Fairer Charging policy. A full EIA has been completed and will be updated regularly to inform options/recommendations regarding the remodelling of the service. Customer and stakeholder involvement and views will be central to this ongoing work.

There are some proposals which were implemented following last years' budget, where the reductions did not fully take effect until this year. We have reviewed and updated EIAs from last year to make

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sure that we have implemented EIA action plans and identified what needs to happen next.

The Better Care Fund partnership with the NHS CCG will continue in 2016/17, with the aim to deliver better joint commissioning, to ensure people get the right care when and where they need it. This should also lead to more effective and efficient services which will lead to positive impacts for disabled people.

**In Place** there may be some negative impacts on disabled people dependent on the savings identified through working with our partners Amey, Veolia and SYPTTE but wherever possible we will try to mitigate by reducing our impact on front-line services and continuing to make reasonable adjustments in our provision for disabled customers, for example in kerb side collection and with concessionary travel for disabled people. Mitigations have been identified and put in place in individual service EIAs.

**In Children, Young People and Families**, it is recognised that although there are no specific reductions proposed for services for disabled children and young people, changes to the Integrated Sexual Health Service, specifically around reductions to clinics and outreach work, may reduce access for some disabled people.

There are no identified impacts on disabled children as a result of changes to youth services and there are positive impacts identified due to:

- The integrated offer approach between Special Educational Need and Disabilities and Children with Disabilities Teams, with realignment of staffing and a new structure across teams to provide services for families.
- Creating an 18-25 Integrated Transitional Independent Living Provision working across Children's SEN, Children's Social Care and Adult Services.
- Reviewing Early Years Advice and Support function into Best Start Teams.
- A transformed and joint funded multi agency early intervention; responding to and mitigating pressures on short breaks and respite.
- Protecting other areas of targeted support to children and young people and employment projects for example support to those young people Not in Education Employment or Training (NEET) and maintaining individual support for 16-24 year olds with learning difficulties and disabilities.

There are low impacts on disabled people in **Resources**. Most changes are internal restructures or relate to contracts, which will not impact on customers except for Council Tax.

Changes to Council Tax Support (CTS) schemes are likely to only have a low impact to disabled people as Council Tax regulations provide for exemptions or discounts to be applied in relation to the specific circumstances of certain disabled taxpayers. Pension age customers with a disability have not been adversely impacted by this change. Working age customers with a disability are affected as they have their CTS award based on 77% of their Council Tax Liability. The Council recognises that this may cause hardship for some customers in this group. There are in excess of 12,000 taxpayers with a disability who are in receipt of CTS which reduces the amount they have to pay, however, by continuing to closely align our CTS scheme with the principles of the revoked CTB scheme customers in receipt of disability benefits will continue to receive the highest possible level of CTS.

Equally, some disabled customers or households may have a higher net income than other groups and although the Council recognises that this income is intended to meet their wider needs, they may still



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be in a better position to meet their Council Tax Liability than customers on non - disability welfare benefits. To continue to offer the highest possible support to all disabled customers, the Council intends to continue to disregard this as income when calculating eligibility to CTS Attendance Allowance, Disability Living Allowance and War Disablement Pension.

In anticipation of the potential impact that the change to CTS may have on disabled taxpayers the Council introduced the Council Tax Hardship Scheme (CTHS) to offer additional support to those in severe financial need. Under the CTHS, support for disabled taxpayers and carers of disabled taxpayers is prioritised, and this group receives both higher levels of awards and gets awarded support for longer than other customers. In 2013/14 22% of all applicants to the CTHS had a disability. Disabled customers received on average 11% more in financial support than those who are not disabled, and they also received support for longer periods than those who were not disabled (with the average period of support being 42% longer). This year we are increasing the hardship fund by 33% (£200k) to mitigate any impacts.

## Race

Sheffield is a diverse city and the ethnic profile continues to change, with the proportion of residents of working age classifying themselves as BME (Black and Minority Ethnic which includes all people who are non-white British) growing from 11% in 2001 to 19.2 % in 2011. BME adults make up 16% of the population and BME children make up 29% of the BME population as a whole. The largest group is Pakistani and the biggest proportional increases are occurring in the Arabic, East European, Indian and Chinese communities. Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas of the city with high proportions of BME people, these tend to correlate with areas of higher deprivation. See '[BME Community Knowledge Profiles](#)' for more details on this.

There were very few impact assessments which highlighted a direct medium/high impact on race. There are more indirect impacts identified; this is mainly in the areas of impacts on young people and people on low incomes. Mitigations have been identified and put in place in individual service EIAs.

**In Children, Young People and Families** the change to the Integrated Sexual Health Services may negatively impact on some ethnic groups who are at a higher risk of contracting sexually transmitted infections. This is partially due to cultural differences around sexual health and the often strongly resistant approach of some BME communities to engage with sexual health services or in encouraging young people to access contraception.

There has been an overall low or positive impact by prioritising services to those in greatest need and we will focus on:

- Changes proposed to youth provision will not impact negatively on BME groups who are a priority group due to targeting those who have disadvantaged social economic backgrounds.
- Best Start transformation will positively impact on pregnant women, mothers and parents in particular within some BME communities which have more disadvantaged backgrounds.
- Protecting targeted support to children and young people and employment projects for example support to those young people Not in Education Employment or Training (NEET), diverting young people from offending, maintaining specific individual support for BME groups, protecting apprenticeships and employment programme and external investment.

## Areas and detail of impact

The **Communities** portfolio is continuing to invest in Grant Aid to the local voluntary sector. It is proposed that all (apart from one) of the existing Voluntary Sector Grants Fund Funding agreements will be extended for a further 12 months up to 31st March 2017 (the one organisation that will receive less this year is a deduction to account for an advance payment last year). The funding will be targeted at those in greatest need of support. The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

There is no evidence to suggest that BME people will be disproportionately negatively affected by the reductions in Adult Social Care.

**In Place** the review of Activity Sheffield may impact on BME groups as they strategically target their service to those groups and demographic areas with the highest health inequalities. Additionally, the Service has a higher percentage of the BME community accessing its services than the overall BME population levels in Sheffield. However they will continue to be prioritised as a result of health inequalities. Further information will be available in service EIAs.

**In Resources**, the proposal to increase Council Tax will affect all working age taxpayers, irrespective of race. BME communities are more likely to be working age taxpayers rather than of pension age. However, there is no evidence available which would suggest that taxpayers from differing ethnic backgrounds will be disproportionately affected by an increase.

It is, however, clear from analysing overall collection rates that some households from across the City have found (and will continue to find) it more difficult to meet their council tax liability. As the CTS caseload is representative of the City's differing racial make- up, it is reasonable to assume households from different ethnic backgrounds will form part of the overall group of CTS taxpayers who are struggling financially.

Our data shows that around 28% of the CTS caseload are from a BME background whilst around 17% of applications to the CTHS have been received from taxpayers from a BME background. In 2013/14, under the CTHS, 80% of applicants from a BME background were awarded assistance under the scheme, compared to 55% of customers from a White British background. The ongoing provision of the CTS scheme in its present format, allied to the ongoing provision of the significantly increased CTHS, should continue to offer similar levels of financial assistance to taxpayers from different ethnic backgrounds.

In anticipation of the potential impact that the change to CTS may have on taxpayers from differing ethnic backgrounds, the Council introduced a Council Tax Hardship Scheme (CTHS) which has been substantially increased this year to offer additional support to those taxpayers who are in severe financial need including those from differing ethnic backgrounds.

## Religion/ Belief

According to the [Census 2011](#) the largest religion/belief held in the city is Christian 52.5 %, followed by no religion 31%, Muslim 7.7% and no religion stated 6.8% etc. Few service impact assessments have

## Areas and detail of impact

detailed any disproportionate impacts in this area.

In **Children, Young People and Families** the reduction to the Integrated Sexual Health Service contract highlights the difficulties of sexual health services engaging with some communities which may increase. Further monitoring of the impact is being undertaken as part of the EIA being developed in collaboration with the provider.

There are no identified impacts in **Resources, Place, Communities or PPC**.

### Sex – including men, women, pregnancy and maternity

While the pay gap between men and women has been reducing, there is still evidence that, in general, men are paid more than women; the gender gap in Sheffield is 17.5%. Also the unemployment picture shows gender difference, the male unemployment rate in 2014 was 6.4% (5.8% in GB) but for women this was 9% (5.4% GB total). See [‘Women’s Community Knowledge Profile’](#) for more information on this.

Few impact assessments have noted clear direct disproportionate impacts on gender. However, as women have lower incomes overall, are a larger proportion of adult social care service users, carers and lone parents, there will therefore be an indirect impact from multiple proposals such as increasing in charging, changes in Adult Social Care and Council Tax. See the sections on older people and disability for the potential of indirect impact due to multiple disadvantages in Communities Portfolio.

The **Communities** portfolio is continuing to invest in Grant Aid to the local voluntary sector including lunch clubs. It is proposed that all (apart from one) of the existing Voluntary Sector Grants Fund Funding agreements will be extended for a further 12 months up to 31st March 2017 (the one organisation that will receive less this year is a deduction to account for an advance payment last year). As part of this we are continuing to support lunch clubs to reduce the isolation of older people. We are also reviewing existing arrangements across the Council in the next year to ensure we are prioritising support available. The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

In **Children, Young People and Families Portfolio** reductions to the Integrated Sexual Health Service contract may negatively impact on women who are more likely to access sexual health services. Treating and preventing sexually transmitted infections is critical in both sexes. Dialogue and consultation with the provider and through the development of a provider led EIA is part of the mitigations.

Our transformational changes, for example with Best Start, will have a positive impact on outcomes for 0 to 5’s and those in the greatest need, which includes some BME groups, and women. Best Start is a multi-agency early intervention service jointly funded, commissioned and delivered with key partners including schools and the NHS. It will result in better targeted support and will contribute towards improved outcomes for Sheffield’s children, young people and their families in health, in attainment and in safeguarding.

There are no identified direct impacts on gender in **Place or PPC** however **across Portfolios**, women are more likely to be unemployed and have lower incomes. Any changes impacting on people on a low income will more indirectly impact on women more such as increased charging.

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In **Resources**, the adoption of the Council Tax Support scheme and an increase in Council Tax does not suggest a greater or lesser impact on men or women directly.

However, it is recognised that lone parents in receipt of CTS, the majority of whom tend to be female are likely to be affected not just by the advent of CTS but by other welfare reforms. To mitigate this impact, lone parents can apply for assistance under the CTHS. Analysis of awards shows that over 50% of lone parents who seek assistance from the scheme are successful. Under the CTHS scheme lone parents regardless of gender, who are not classed by DWP as a jobseeker due to the age of their youngest child, are prioritised for assistance from the CTHS. Furthermore by maintaining the scheme in its present format the scheme will continue to include calculating entitlement to support the family premium, which the Government is removing from Housing Benefit. This will ensure we continue to offer the maximum possible support to families. The substantially increased Hardship Fund will help mitigate the increases to Council Tax and the Social Care Precept.

## Sexual Orientation

The [Community Knowledge Profiles](#) note that approximately 5 to 7% of people identify nationally as LGB (lesbian, gay or bi-sexual), although we do not have more local information. We think though that Sheffield is likely to have a similar proportion of people who identify as LGB as the national average, so approximately 28, 000 to 38,000 people. This percentage is usually larger for younger people.

Few service impact assessments have identified impacts in this area except the **Children, Young People, and Families portfolio**.

The Sheffield Integrated Sexual Health Service has had ongoing reductions since 2013. It works across several protected characteristics particularly in age, race, religion/beliefs, maternity, sexual orientation, disability, and poverty. There has been mitigation since 2013, including reduced training, communications and rationalising the development of sexual health outreach work, all of which will impact on the access and delivery of services.

Within the Youth Service Budget savings, Lesbian, Gay and Bisexual young people are seen as a particular priority vulnerable group and therefore there are no planned reductions of current levels of support.

Overall across the **Council, in Place, Communities, Resources or PPC** we do not think there will be a negative disproportionate impact for LGB people, but information on our service users in this area is limited, although in the past year we have integrated appropriate monitoring into key areas like social care. Further monitoring will be undertaken as part of individual EIAs to assess this as relevant and appropriate.

## Transgender

There are nationally approximately 0.6% of the population that are trans, and so we would expect there to be similar numbers in Sheffield, so 3,300 people. Few service impact assessments have detailed any disproportionate impacts in this area except in the **Children, Young People and Families Portfolio**. The reductions to Integrated Sexual Health Service (ISHS) may negatively impact support on transgender issues, as it is a non-core activity. Further monitoring of the impact is being undertaken.

## Areas and detail of impact

Within the Youth Service Budget savings, transgender young people are seen as a particular priority vulnerable group and therefore there are no planned reductions of current levels of support.

Overall across the **Council in Place, Communities, Resources or PPC** we do not think there will be negative disproportionate impact. However we do not have a sufficient amount of monitoring information about our service users in a lot of services so further monitoring will be undertaken as part of individual EIAs to assess this as relevant and appropriate.

### Financial Exclusion, Poverty and Social Justice

Around 1 in 5 Sheffield people live in poverty at any one time and the latest data shows that there are around 25,705 children of all ages and almost a third of all children under ten in Sheffield currently living in poverty.

A far greater number of people will experience poverty over the course of ten years, potentially 40%. Despite efforts to reduce poverty, the proportion of people living in relative poverty is stable and reducing slightly, but at the same time the poor are getting poorer. Nationally, income for the bottom fifth of people in 2011/12 was 5% lower in real terms than it was ten years before. The face of poverty has also changed:

- Pensioners are now less likely to be in poverty than previously, but other groups are more likely to be in poverty. Poverty amongst pensioners is directly linked to their experience in earlier life.
- Nationally, poverty rates for disabled people have reversed, with poverty starting to increase.
- People from minority ethnic backgrounds are more likely to be poor.
- Care leavers, and carers (both young carers and adult carers) are at increased risk of poverty.
- Children in large or single parent families are at greater risk of poverty. Almost two thirds of children living in single parent families live in poverty.

There are geographic variations in poverty in Sheffield. 125,000 (22%) of Sheffield people live within areas ranked as the most deprived tenth nationally, and 47,000 (8%) live within the least deprived tenth nationally.

Across **all Portfolios** we have tried to minimise the impact as far as possible especially on those that are in greatest need or at risk, such as those that face financial exclusion and poverty and to ensure the budget proposals are in line with the [Fairness Commission Principles](#) and our priorities outlined in our [Corporate Plan](#).

We have considered the key drivers of poverty and its effects (short, medium, and long term). Our proposals therefore reflect the Councils intentions to tackle poverty and reduce inequality as outlined in the new [Tackling Poverty Strategy](#) 2015. The strategy notes 3 ways we will make an impact and these are areas we have prioritised in our budget proposals by:

- Changing the way we do things so that tackling poverty is always a priority.
- Taking action to make things better for children and adults who are struggling and in poverty now (including providing advice, reducing the cost of essentials and reducing crime).
- Tackling some of the root causes of poverty and giving our children the best chance of a poverty-free future (including improving skills and employability, increasing the supply of good quality jobs, giving children a great start in life and a good education, improving health and

## Areas and detail of impact

tackling health inequalities and providing more affordable, decent homes).

Although not within the scope of our budget proposals, it is important to highlight some other relevant factors which are impacting on people in the city. For example research carried out by Beatty and Fothergill at Sheffield Hallam University has evaluated the cumulative impact of the welfare reforms on Sheffield, both at ward level and by household type, and found that the reforms are adding to the financial pressures facing some communities and are widening existing inequalities. These changes are likely to impact on specific groups who already experience inequality such as people on a low income, disabled people and women. Households with dependent children across the city will experience an average loss of £1,690 per year. This increases for lone parents to an average of just over £2,000 per year.

The changes are affecting around one in seven people in the city and again the full extent of these changes have not yet been felt. Of the total of £169m a year that Sheffield is expected to lose when the reforms have come to full fruition, some £108m (approaching two-thirds) is a financial loss faced by households with dependent children. The financial loss in Sheffield arising from DLA and incapacity benefit reform is estimated to be £56m a year (a third of the total financial loss arising from welfare reform). It is estimated that around £75m a year of the financial loss arising from welfare reform might be expected to fall on in-work households. The financial loss to in-work households would therefore account for around 45 per cent of the total financial loss to Sheffield arising from the reforms

National Government has cut funding to Local Authorities over the last 5 years as part of its deficit reduction programme. At the same time, we have had to deal with rising costs and increasing demand for our services. As noted earlier, inevitably when funding is reducing year on year and on the large scale that we are experiencing, there will be an impact on the front-line services. The budget reductions, coupled with welfare reform and the impact of the recession, mean that preventing inequality from worsening or not widening is one of the main aims of the impact assessments.

In **Place** there is a cumulative impact of year on year reduced subsidies on our charitable partners, Museums Sheffield, Sheffield International Venues and Industrial Museums. Although the services continue to be delivered, staffing will be at reduced levels. Any potential leisure or theatre price increases will be minimised for low income users via discount schemes.

SYLTE are anticipated to put forward potential savings of 10%. The majority of these savings will be non-customer facing through initiatives such as refinancing and efficiencies. Although some of these savings will need to be achieved through proposals which if approved, will directly impact on customers, such as an increase in child concessionary bus fares from 70p to 80p. This potentially has implications for bus use by younger poorer people and those families with dependent children who are struggling financially.

Any further equalities impacts and mitigation will be identified as the work progresses. We have used a range of evidence such as data and consultation to identify potential differential impacts and these key areas are:

- Inflationary increase in fees and charges and greater cost recovery for service provision will continue to have more impact on low income households due to less disposable income to manage any additional costs.
- The review of Activity Sheffield may impact on financial inclusion, BME groups and on health



## Areas and detail of impact

inequalities as they strategically target their service to those groups and demographic areas with the highest health inequalities. When further information is available, detailed plans will need to be drawn up to determine impacts and possible mitigation.

- A broad range of potential impacts may result from the Portfolio Commercialisation activity. Examples may include (but not be limited to), reviewing charging models for service provision, changing or reviewing service standards and ceasing activity altogether.

**In Children, Young People and Families**, there are a number of proposals with an impact on financial inclusion and poverty including:

- Best Start's transformed multi-agency early intervention service which is jointly funded, commissioned and delivered with key partners including schools and the NHS, will result in better targeted support and will contribute towards improved outcomes in a range of areas for Sheffield's children, young people and their families.
- Within the proposed reduction to the Integrated Sexual Health Service, the impact between poor sexual health and health inequalities is highlighted.
- The transition towards the Living Wage will see some employees of our providers and the city benefit from an increase in pay to the living wage.
- We will continue to provide support to those young people Not in Education Employment or Training (NEET), diverting young people from offending, maintaining individual support for 16-24 year olds with learning difficulties and disabilities, supporting young people who are at risk of sexual exploitation, protecting apprenticeships and employment programmes.

**In Resources** we will continue to fund a Local Assistance Scheme and to have a Council Tax Support scheme at 23% despite Government cuts in these areas. However we will increase Council Tax by 1.99% (approx. 33p per week for most households) to enable us to continue to protect services to those who are in greatest need and at risk. The Council recognises, however, that requiring all working age customers to pay a minimum of 23% of their Council Tax may cause financial hardship amongst some households. Therefore the Council is also proposing to increase the Council Tax Hardship Scheme significantly by 33% (200k) in 2016/17 in order to continue to offer assistance to the most financially vulnerable households. There will also be an additional Social Care precept of 2% specifically used to fund the demand pressures in adult social care but again we recognise the impact on working age households.

Spending in **Public Health** is mainly integrated throughout the Portfolios, so more detail on the use of our Public Health grant is given in the specific EIAs. There are some EIAs for the Director of Public Health Office which mainly cover internal structures and have a lower impact. Overall there will be a negative impact which reflects National Government cuts in this grant. We are reviewing how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This may mean that we will save on some activities in order to reinvest in other areas which have been prioritised.

Some of the proposals involve more cost effective delivery and contract retendering, earlier intervention leading to prevention, or internal restructuring and staff reductions that will have fewer equality impacts. Some of the changes have the potential to impact negatively upon some people who share protected characteristics. However, there will be continued support for advice and information so impact of the overall investment will be positive on the groups within the EIA.

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The outcomes expected of the public health grant will continue to be assessed under the Public Health Outcomes Framework (PHOF), and broadly fall into the following categories:

- Significantly improving the health and wellbeing of the local population.
- Carrying out health protection functions delegated from the Secretary of State.
- Reducing health inequalities across the life course, including within hard to reach groups.
- Ensuring the provision of population healthcare advice.

Overall however as we target the households in most need there will be an inevitable impact on those who are still struggling financially but are not on the lowest incomes and who will be not eligible for targeted programmes. This universal provision is now able to be funded. The biggest impact is likely to be on families with dependent children.

## Carers

According to the [Carers Community Profile](#) and 2011 Census there are 57,373 residents who provide unpaid care, including 4,559 young people under age 25 and 58% of carers are women. Few impact assessments have noted clear direct negative impacts on carers however as carers overall have lower incomes and, by definition, care for a large proportion of adult social care service users, there will be an indirect impact from multiple proposals. See the sections on older people and disability for potential of indirect impact due to multiple disadvantages in **Communities Portfolio**.

The carers respite service (a contract funded in Communities/with Public Health) will see a reduction but the impact of this will be limited as savings are based on current underuse of the service meaning provision will be maintained at current levels.

During 2016/17 we will be completing the reviews and reassessments that are required in the Learning Disabilities Service to ensure customers have the right level of support in place in order to help them maximise their independence and meet eligible unmet needs, as well as being good value for money. Reviews and reassessments have the potential to impact on carers directly and indirectly.

The Learning Disabilities Commissioning Project continues to improve quality and choice for people with a learning disability, and to ensure best value and achieve efficiencies. This area of work sits underneath the overarching 2015-2018 Learning Disabilities Commissioning Strategy. This includes building up alternatives to current short breaks and day provision at more cost effective market rates and reviewing of high cost private sector placements. This work has been informed by consultation and customer involvement. Proposals relating to tendering and negotiating contracts will ensure fairness and equality of funding and that people will get the most from personal budgets. Although people want improvement in services, we know change (such as change of provider) can create anxiety even when change ultimately results in positive outcomes. It can initially be difficult for service users, carers and their families, and therefore any transitional arrangements need to be managed carefully and sensitively. When mitigating actions have been put in place, the impact of the project should lead to positive outcomes for people with a learning disability and their carer's.

The Better Care Fund partnership with the NHS CCG will continue in 2016/17, with the aim to deliver better joint commissioning, to ensure people get the right care when and where they need it. This should also lead to more effective and efficient services which will lead to positive impacts for disabled people and their carer's.



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In **Children, Young People and Families**, with Best Start Carers of disabled people who are pregnant, mothers or parents will benefit from locality based services.

### Voluntary and Community Sector

When considering the impact on the VCS the importance of 'social value' is recognised by the 'Best Value' guidance<sup>2</sup>, which was published by the Government in September 2011. This states that authorities have a duty<sup>3</sup> to consider the impact of budget reductions on VCF or other organisations that have a 'social value'. The Public Services (Social Value) Act<sup>4</sup> requires us to take social value into consideration when we commission services. In order to do this effectively we will continue to monitor the impact of changes over the next year on service changes as well as the knock on effects of reductions on other providers, and continue detailed consultation with customers and other stakeholders as specific activities are implemented.

The **Communities** portfolio is continuing to invest in Grant Aid to the local voluntary sector. It is proposed that all (apart from one) of the existing Voluntary Sector Grants Fund Funding agreements will be extended for a further 12 months up to 31st March 2017 (the one organisation that will receive less this year is a deduction to account for an advance payment last year). The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

In **Children, Young People and Families**, Sheffield Futures is the largest contractor of youth services. In 2016, we are in the final phase of a 5 year programme to transform youth services in Sheffield and are moving towards the creation of a new model of integrated youth support by establishing an innovative sustainable and independent Youth Trust. We will secure external funding and work with government to demonstrate how early intervention supports disadvantaged young people.

Through Best Start, there is the potential for greater involvement and a possible greater role in long term locality based delivery for locally based voluntary, community and faith sectors who are key partners delivering improved outcomes and who have local knowledge of the local area and can help reach the hardest to reach sections of the community.

In **Public Health**, National Government reductions have meant an in year cut to our budget, however we are continuing to address the root causes of ill health by supporting community groups that help people improve their health and wellbeing, These contracts are being reviewed to ensure value for money and this may result in reduced contract values for some organisations.

It is possible that the combination of cumulative budget reductions over the last few years may have the unintended effect of destabilising some organisations that the Council and communities value. We are however working to mitigate this including no reduction to Grant Aid this year. Therefore this

<sup>2</sup> <https://www.gov.uk/government/publications/best-value-statutory-guidance--4>

<sup>3</sup> The Best Value Statutory Guidance has statutory force and must therefore be taken into account in the exercise of funding decisions. It is issued under section 3(4) Local Government Act 1999 which states that, in deciding how to fulfil its Best Value duty (section 3(1) LGA 1999), local authorities have to take into account guidance issued by the Secretary of State which may cover the form, content and timing of consultations <http://www.ncvo-vol.org.uk/news/civil-society/helping-you-understand-new-best-value-guidance> ,

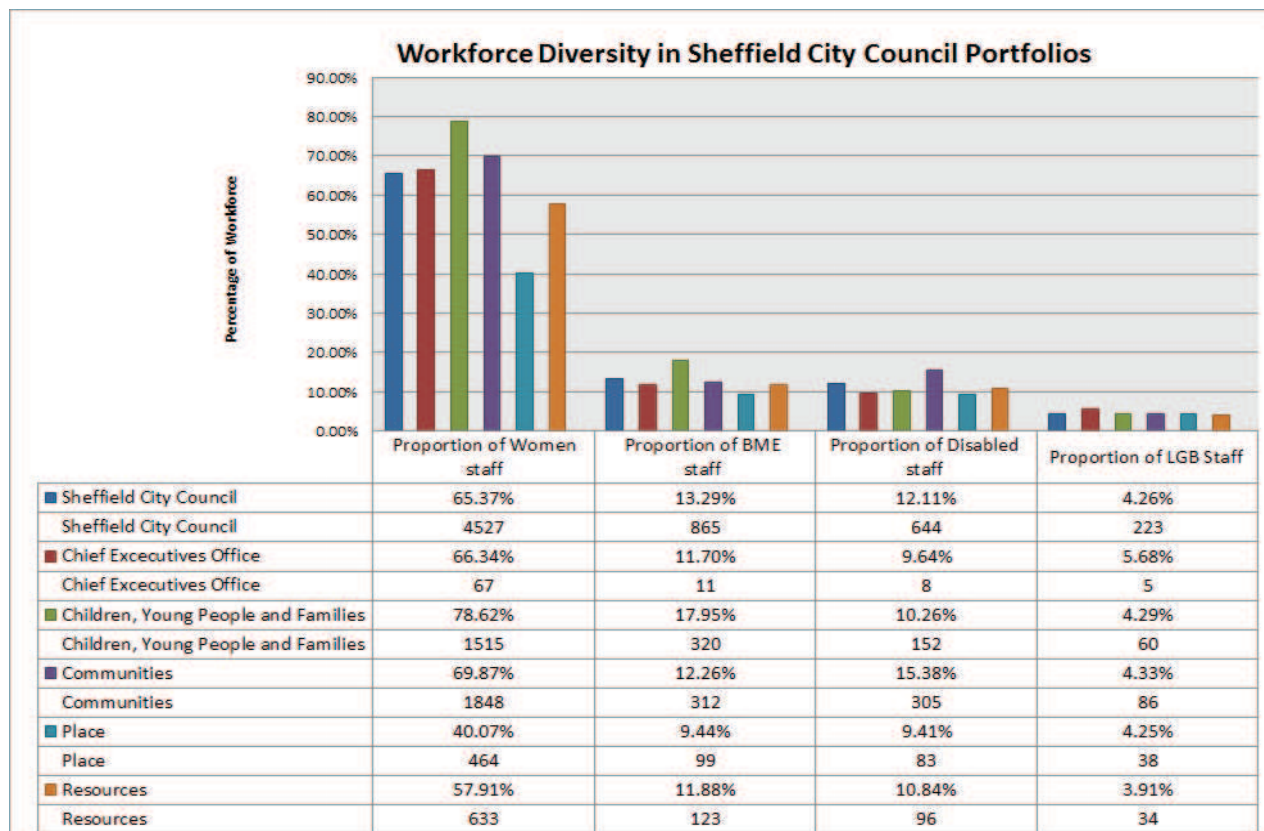
<sup>4</sup> <http://www.legislation.gov.uk/ukpga/2012/3>

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impact in this area will be low this year and not disproportionate.

## Council staffing implications, including workforce diversity

### Workforce diversity summary in Sheffield City Council 2015 by Portfolio



**In all of the Portfolio areas** many of the budget proposals involve staff efficiency savings including service restructuring, and a reduction in management costs by deleting vacancies and reviewing our use of agency staff. In all cases we seek to manage employee reductions through voluntary early retirement and severance in the first instance. We have, across the Council, reduced management costs and minimised redundancies by supporting staff who are vulnerable to redundancy to find alternative employment, and we have taken measures to reduce the impact on front-line staff where possible and appropriate. We have also looked at other opportunities to reduce staffing costs, for example by developing a strategy to manage sickness absence in a more effective way. Unfortunately there may still also be compulsory redundancies in some areas, although this was limited to fewer than 40 last year.

We have also promoted employee led measures such as voluntary reductions in hours, career breaks and annual leave purchase schemes. We are committed to continue to pay a 'Living Wage' to Council employees and to extend this to our contracted providers where possible.

The Council believes that the composition, skills and commitment of the workforce are vital factors in our ability to deliver effective, efficient, responsive and personalised services. We continue to monitor

## Areas and detail of impact

workforce issues, and are aware of the need to address:

- The degree of occupational segregation within the workforce, such as a high proportion of women in the Communities and Children and Young People and Families workforces and a high percentage of men in the Place portfolio.
- Under-representation of disabled, BME and lesbian, gay, bisexual (LGB) people in the workforce and especially for women, disabled and BME staff at senior levels.

Given the amount of internal restructuring as a result of the budget proposals, other drivers and possible staff reductions of up to a further 400 posts in 2016/17, a significant number of workforce EIAs within Portfolios have been done and a Council wide Managing Employee Reductions (MER) EIA has been completed.

These show possible changes to the diversity of the workforce as a result of staff restructuring and MERs required from some of the budget proposals. It is not yet possible at this stage to predict the precise impact of these processes upon workforce diversity as this can only be known later in the year as the schemes are all worked through. Last year's monitoring of the MER and VER/VS schemes showed no negative disproportionate impact on people who share a protected characteristic and had positive impacts in line with our workforce diversity strategy. See the corporate MER EIA for full details.

We will continue to work within our current policies and procedures which promote workforce diversity to reflect the demographics of the city. We are also working with managers, staff and trade unions to ensure the workforce is viable and appropriate to the council's future operating and service needs with a balance of skills and experience. Workforce related Impact Assessments are periodically updated and have for example been undertaken as part of MERs including Voluntary Early Retirement (VER) and Voluntary Severance (VS), and the Pay Strategy.

## Headline Features

- There are over 100 EIAs on proposals and the groups most likely to be impacted negatively by individual proposals and cumulatively are disabled people, young and older people, women and individuals and families on a low income.
- Many services are continuing to comprehensively restructure services and teams and as a result we have saved money on offices and technology. Staffing levels across the council have also reduced. Last year the majority of changes were managed through voluntary severance schemes. In 2016/17 we will be reducing the workforce by approximately 400 further posts. Monitoring from the past year indicates that there has been no disproportionate negative impact on workforce diversity and only 40 staff were made compulsory redundant. See workforce implications section above.
- Services are continuing to increase charges where appropriate to ensure full cost recovery and to continue with the work to apply costs fairly through our Fairer Contributions Policy. However, increasing changes will impact more heavily on households on fixed or lower incomes.
- National Government have permitted local authorities to raise additional money via a Social Care Precept to pay for the increased costs of Adult Social Care. It is the intention to set the precept at the 2% allowed. This will help us protect those who most need our support, especially older and disabled people.
- We will continue to fund a Local Assistance Scheme and to have a Council Tax Support Scheme

## Areas and detail of impact

at 23% despite Government cuts in these areas. However we will increase Council Tax for the second time in 5 years by 1.99%. We will mitigate the impact of this by increasing the Council Tax Hardship Fund significantly (by 33%) in 2016/17.

- Public Health spending is integrated throughout the Portfolios. Overall there has been a cut in funding from National Government so our investment in this area has reduced. We are reviewing staffing and how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This means that we will save on existing activities including reducing contract and staffing costs and encouraging efficiencies in order to reinvest in other areas.
- Last year saw the start of the new Better Care Fund between the Council and the NHS Clinical Commissioning Group (CCG) to create a combined budget in Adult Social Care to develop joined up services. This approach aims to ensure people get the right care when and where they need it, but it will also create efficiencies in processes. It focuses on supporting people at home where possible to help increase independence and to delay access to Health and Social Care services. The Council currently receives £12.4m of funding via the NHS to meet the costs of providing adult social care. In addition, with effect from April 2015 the Council has pooled its adult social care budget with that of the local CCG.
- We have a new Learning Disability Commissioning strategy; the project's objectives are to improve outcomes for people with a learning disability, to ensure best value and to achieve savings. As part of this work we are completing all the reviews in the Service to ensure customers have the right level of support in place, in order to help them maximise their independence, as well as being good value for money.
- When considering the impact on the VCS, the importance of 'social value' is recognised by the 'Best Value' guidance<sup>5</sup>, which was published by the Government in 2011. This states that authorities have a duty<sup>6</sup> to consider the impact of budget reductions on VCF or other organisations that have a 'social value'. The Public Services (Social Value) Act<sup>7</sup> requires us to take social value into consideration when we commission services. In order to do this effectively we will continue to monitor the impact of changes over the next year on service changes as well as the knock on effects of reductions on other providers and continue detailed consultation with customers and other stakeholders as specific activities are implemented.
- We are continuing to invest in the Voluntary and Community Sector including through Grant Aid and Public Health albeit at reduced levels within Public Health. We will also review existing arrangements across the Council in the next year to ensure we are prioritising support available.
- We are continuing to target resources at those who most need our support and are at risk, help people to become more independent, where possible intervene earlier and do more preventative work, get even better value for money from the services we purchase and pursue innovative approaches in service commissioning and design. This relates to both internal and external services.
- We are continuing to develop our approach to commercialisation, including pursuing external funding where possible to help invest in innovative services such as setting up the new

<sup>5</sup> <https://www.gov.uk/government/publications/best-value-statutory-guidance--4>

<sup>6</sup> The Best Value Statutory Guidance has statutory force and must therefore be taken into account in the exercise of funding decisions. It is issued under section 3(4) Local Government Act 1999 which states that, in deciding how to fulfil its Best Value duty (section 3(1) LGA 1999), local authorities have to take into account guidance issued by the Secretary of State which may cover the form, content and timing of consultations <http://www.ncvo-vol.org.uk/news/civil-society/helping-you-understand-new-best-value-guidance>

<sup>7</sup> <http://www.legislation.gov.uk/ukpga/2012/3>

## Areas and detail of impact

independent Youth Trust and continuing to develop employment schemes especially aimed at young and disabled people.

- We are continuing with restructures of Council services and are both internalising and externalising services where appropriate.
- We are continuing to get value for money from our contracts. This is with our major strategic providers but also across Portfolios such as with our advertising contract, housing commissioning, learning disability services and youth services.
- We are continuing to work regionally where appropriate to save costs but also to enable better joined up services.

The Impact Assessment also highlights some positive implications of budget proposals. Examples include improving the process of assessment and supporting planning for existing and future social care customers whilst ensuring choice and control over support to meet their eligible needs, and reshaping transport to provide services which promote independence. The Best Start, Better Care Fund and new Youth Trust partnerships in CYPF and Communities portfolios should continue to develop and will mean better targeted and joined up pathways and services. Also, as we restructure services there should be clearer and more efficient ways to contact services.

Although we are confident that our budget proposals will mean services for those that most need our help and support will be prioritised, it will mean cumulatively significantly reduced universal provision such as in areas like youth services, leisure, culture and sport. This reduced universal offer may impact especially on those households not in the greatest need, but who are still struggling financially and not able to pay for alternatives. Growing inequality is likely to therefore impact on stability and cohesion, this will need further monitoring.

## Managing Impact: Mitigation

Our overall approach as noted above is to protect services for those in greatest need and at risk, develop preventive solutions for the longer term, and to change how we manage and deliver services to make savings. This includes working with communities, business and government to do things differently. This will have an impact on what the Council can continue to deliver and especially the universal offer.

The year on year reductions and the scale of the savings required mean there will be impacts which affect the people of Sheffield, including those in greatest need including groups that share equality characteristics. Most impacts relate to age, both younger and older people, disabled people, women and households on lower incomes.

In all of these areas mitigating actions have been identified and will be implemented as part of EIA action plans. For example:

- All proposals have been assessed in line with the Fairness Commission Principles and to take into account the new 2015 Tackling Poverty Strategy.
- Paying a living wage to our staff and encouraging partners and those we contract with to do the same as well as encouraging employers to sign the Fair Employer Charter.
- Working with external providers to achieve savings in our large contracts and to achieve this as much as possible through non front line service functions.
- Working with partners to encourage the private sector to support activities and events and



## Areas and detail of impact

encouraging commercial activity to promote Sheffield.

- Working to increase our income through fees and charges, full cost recovery, and increased trading of our services, for example with schools to help keep non-core services.
- Continuing and expanding where possible as a result of our City Deal with successful schemes from last year that impacted positively, such as the apprenticeship schemes and employment programmes.
- Investing in prevention and delivering targeted support for those most vulnerable or at risk such as in our Best Start programmes.
- Following the library review and continuing to invest in local community groups to maintain non- council run libraries.
- Continuing to encourage people to be independent, safe and well in both children and adult social care, such as through direct payments.
- Reviewing care and support arrangements and re tendering services where applicable to ensure fair contributions and value for money.
- Working in partnership with the NHS Clinical Commissioning Group to develop a single pooled budget for health and social care under the Better Care Fund to provide more efficient and joined up services.
- Restructuring management and services to increase efficiencies and create simpler routes of public access. For example in Customer Services, Youth Services, Early Years Advice and Best Start teams, Special Educational Need and Disabilities and Children with Disabilities Teams, and the creation an 18-25 Integrated Transitional Independent Living Provision working across Children's SEN, Children's Social Care and Adult Services.
- Continued regionalisation of services where appropriate.
- Continuing to invest in Public Health but making the significant reductions in line with central governments cuts. We will shift the focus to address the root causes of ill health to help reduce health inequalities and get better value from contracts.
- Continuing to invest in the Voluntary and Community Sector through Grant Aid across the Council.
- Working closely with the Police and Crime Commissioner so we spend our budgets on community safety in a coordinated way to have the most impact.

Inevitably when funding is reducing year on year, and on the large scale that we are experiencing, there will be an impact on the front-line services. The budget reductions coupled with welfare reform and the impact of the recession mean that preventing things from worsening is one of the main aims of the impact assessments.

Although there are very difficult choices, our impact assessments illustrate our approach to fairness principles and to mitigate negative impacts where possible. Through our 'live' EIA process we will be monitoring closely any adverse equality impacts as reductions and changes in provision occur during the next year.

<b>EIA Action plan</b>		
<b>Area of impact</b>	<b>Action and mitigation</b>	<b>Lead, timescale and how it will be monitored/reviewed</b>
Overall and for specific issues relating to communities sharing characteristics under the Equality Act 2010	<p>Individual proposals have had detailed EIAs and specific mitigation has been devised wherever possible. These will contain the detail of the actions required be monitored as appropriate.</p> <p>In some cases as proposals are developed further and implemented alongside consultation, some impact assessments will be revisited or updated.</p> <p>Continued focus on applying corporate priorities, the Fairness Commission Principles and the Equality and Fairness Objectives</p> <p>Randomly sample 10% of EIAs in the year across portfolios to assess progress and effectiveness</p>	<p>Service Managers within Portfolios as noted in EIAs</p> <p>Performance monitoring within Portfolios - Directors of Business Strategy</p> <p>Strategic Equality and Inclusion Board to examine in more detail the cumulative impact of the budget cuts made on Sheffield over the last 5 years.</p>
Poverty and financial exclusion	<p>Analyse, assess and monitor</p> <ul style="list-style-type: none"> <li>• The impact and effectiveness of the Fairness Principles, and poverty proofing as part of the EIA budget process.</li> <li>• The impact of the reduction in universal provision especially in culture, leisure, sport and young people.</li> <li>• The use and impact of the Council Tax Hardship Fund</li> </ul>	The Tackling Poverty Senior Officer Group to develop further monitoring and analysis arrangements within the year which seek to assess the issues highlighted
Workforce	The corporate workforce EIAs will be monitored annually	Director of HR, annually at the Strategic Equality and Inclusion Board

**Approved (Lead Officer): John Mothersole: February 5th 2016**

**Approved (EIA Lead Officer): Adele Robinson: February 5th 2016**

FULL EQUALITY IMPACT LIST BUDGET 2016/17

EIA ID No	Portfolio	Budget Line Ref	Equality Impact Assessment Title
820	Communities	4GM4F1	Public Health funding for Sheffield Advice
634	Communities	4P14B1	LD Commissioning Project
836	Communities	4P14B3	Adult Social Care Reviews and Assessments – EIA update for 2016/17
514	Communities	4P24B4	Occupational Therapy Service
685	Communities	4P34B1	Discharge Management (Discharge / STIT planning project)
824	Communities	4P54B1	Maximising Income Options - ASC
637	Communities	4Q14B2 & 4Q14F1-2	Review Spend Housing Welfare
818	Communities	4Q54F1	PH VCF Small Contracts (Carers Respite - sitting service)
526	Communities	6AT4F1 & 6AT4F6	Opiate and non-opiate contracts (consolidation of drugs treatment contracts) & alcohol strategy and further investment (from DACT drugs and alcohol procurement 2014)
822	Communities	6AT4F2 & 6AT4F3	Reduction of DACT infrastructure and DACT projects
823	Communities	6AT4F6 & 6AT4F4	Drug Intervention Prog (DIP) Addiction contract
840	Communities	6AD4F1	Communities PH Staff
841	Communities	6AD4F2	Communities PH Supplies and Services
842	Communities	6AW4F1	PH Private Sector Housing
636	Communities	4Q14B1	Housing Partnership Financing Debt
267	CYPF	6AB4F1	To reduce the financial value of the contract for delivery of the Sheffield Integrated Sexual Health Service (ISHS) by 15%
602	CYPF	3IA4B1	Fostering Inflationary Pressures
603	CYPF	3IA4B2	Additional Demand on Placements
609	CYPF	3I54B3	Youth Justice Grant Reduction
611	CYPF	3F34B2	Full Year Equivalent of MER (Uptake of Primary Meals)
613	CYPF	3AF4B2	Loss of EFA Funding to training units
615	CYPF	3C14B1	14-19 Service
616	CYPF	3AF4B1	Opportunity Sheffield Re-organisation



617	CYPF	3AN4B1	Review of Performance and Analysis Service (PAS)
618	CYPF	3AQ4B1	Loss of funding transferred to academies- Education Service Grant (ESG)
619	CYPF	3AH4B1 & 3C54B1 & 3F34B1	Reductions in running costs
631	CYPF	3J44B1	Developing the skills for life and work: Youth Service
632	CYPF	3AE4B1	Developing the Skills for Life and Work: Skills Hub
656	CYPF	3I54B2	Adoption Reform Grant Cessation
658	CYPF	3I24B1	Direct Payments and Short Breaks increasing demand
674	CYPF	3I14B1	Field social work requirement
675	CYPF	3IA4B3	National Minimum Wage Transition
676	CYPF	3AP4B3	Best Start Strategy
677	CYPF	3I54B1	Transition to Independent Living
680	CYPF	3AP4B1 & 3AP4B2	Strengthening Families
6710	CYPF	3I14B4	Reorganisation of Transition and Children with Disabilities Services
738	CYPF	3I64B1	Safeguarding running costs and management reviews
811	CYPF	3AE4F1	Savings in ESA Pathway
812	CYPF	6AB4F2 & 6AB4F3 & 6AB4F4	Healthy Child Programme 0-19 years (Health Visiting, Family Nurse Partnership & School Nursing)
839	CYPF	6AB4F5	Public Health Staffing
810	Director Public Health	5P03F1	NHS Health check programme, reduction in budget
527	Director Public Health	5P03F3	Infection prevention and Control
160	Place	2B03B1 & 2B03B4	Review various funds allocated to Streets Ahead Contract
337	Place	2B03B4 & 2B03B12 & 2B03B7	Road Safety - crossing patrols
354	Place	2B03B6	Peripheral Parking Zone fees
361	Place	2B03B1 & 2B03B4	Streets Ahead - identify levers to release contract savings
362	Place	2B03B5	Transport/ITA levy - identify levers to release levy savings
670	Place	2W03B5	Review of Activity Sheffield Significant Reduction/Closure
671	Place	2TA3B1	Utilities savings
678	Place	2B03B11	Cheaper Streets Ahead contract - Refinancing

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694	Place	2B03B12	Blue Badge Scheme Fraud Enforcement
743	Place	2C03B9	Place Recovery Plan - BSR - Deletion of 3 vacant posts ERS
744	Place	2C03B12	Place Recovery Plan - BSR (Business Strategy Team vacant posts)
745	Place	2TA3B4	Place Recovery Plan - C&MP (Property & Commercial Estate)
746	Place	2TA3B3	Place Recovery Plan - C&MP (CDS supplies, services and staffing (MER 235))
747	Place	2TA3B6	Place Recovery Plan - C&MP (4 posts VER/VS)
748	Place	2TA3B2	Place Recovery Plan - C&MP (Sustained reduction cost of Carbon Reduction Tax)
749	Place	2TA3B5	Place Recovery Plan - C&MP (Sheffield Retail Quarter)
750	Place	2W03B9-	Bereavement Services - Review of Fees and Charges
751	Place	2C03B11	Place Recovery Plan - BSR (Kennel reduced opening hours)
752	Place	2W03B16	Increased income from car parking charges and concessions / traders
753	Place	2C03B10	Place Recovery Plan - BSR (inflationary increase on fees and charges)
754	Place	2C03B8	Place Recovery Plan - BSR (Review and reduction of discretionary spend)
756	Place	2W03B10	Reduction in Sports Facility Costs
757	Place	4M03B3	Place Recovery Plan - Creative Sheffield (new operating model and increased income)
758	Place	2C03B13	Place Recovery Plan - BSR (8 posts through VER/VS)
759	Place	1R24B3	Place Recovery Plan - Marketing Sheffield (1 post VER/VS)
762	Place	2W03B18	Sustained Reduction in Admin Costs
763	Place	2B03B31	10% cut in South Yorkshire Archaeological Service.
766	Place	2B03B34	Additional planning application fee income
769	Place	2B03B36	Place Recovery Plan - RDS (Savings in Building Control)
770	Place	2B03B15	Change how Commercial Services work on the Streets Ahead Programme
771	Place	2B03B2	Place Recovery Plan - RDS (Replace old analogue systems with wi fi)
774	Place	2B03B17	Commercialise Highway Assets
775	Place	2B03B16	Cut discretionary spend budgets further
776	Place	2B03B27	Delete Principal Planning Officer post (Local Plan lead) in FAP.
777	Place	2B03B21	Place Recovery Plan - RDS (Lighting standards)
778	Place	2B03B26	Forward and Area Planning Post Changes
779	Place	2B03B18	Place Recovery Plan - RDS (Increase HMD charges on Capital schemes from 2.5% to 5.0%)

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780	Place	2B03B19	Place Recovery Plan - RDS (Highways Development Control - reduce support to Development Management on planning applications/ increased income on Section 278, Section 38 and vehicle crossing applications)
781	Place	2B03B37	Place Recovery Plan - RDS (Highway Network Management – sustained improvement in income)
782	Place	2W03F2	End Air Quality, East End Quality of Life contract
783	Place	2W03F3	End Tobacco, Kenyon Fraser Communications contract
784	Place	2W03F4	End Tobacco, Unique Improvements contract
785	Place	2W03F5	End Physical Activity - Movemore Officer contract
786	Place	2W03F6	Reduce Weight Management - Henry contract (0-4)
787	Place	1R24B2	Place Recovery Plan - Marketing Sheffield (Reduction in expenditure on Marketing Projects / Events)
789	Place	2W03B15	Place Recovery Plan - 15% Reduction in Service Level Payments/Funding
790	Place	2B03B1	Reduction in staffing costs in (Rights of Way and Network Management)
792	Place	2B03B7	Reduced Costs of Operating Parking Services from Implementation of Efficiency Reviews
793	Place	2B03B40	Full Cost Recovery of Time Spent on Transport Capital Programme
794	Place	2B03B33	Savings in Development Management Admin
795	Place	2B03B35	Savings in Development Management
796	Place	2B03B8	Increased income in Parking Services
797	Place	2B03B28	Further income in Forward & Area Planning
800	Place	2B03B38	Savings in Supplies and Services Budgets (Including Parking Machine Replacement) in TTAPS
801	Place	2B03B4	Reduction in staffing across the service via VER/VS (8 posts)
802	Place	2B03B13	Remove Revenue Contribution to Flooding and Increased Income from Developers and the Capital Programme
804	Place	2C03B14	Review of Night Time Noise and 24 Hour Mortuary Service to Cease
805	Place	2W03B12	Events - Reductions in funding for Athletics, Squash and Off the Shelf events in 2016/17. Possible opportunity for third party to re-model and re-launch Off the Shelf.
806	Place	2W03B16	Increased Parks Income

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807	Place	2W03B13	City Centre Management - saving arising from sustained improvement in net cost of service, together with mid-evening shut down of fountains and other general efficiencies across the service.
808	Place	2W03B11	Reduction in staffing across the service via VER/VS.
809	Place	2W03B17	Parks and Countryside - 2% increase on charges to Housing Contract
847	Place	2W03F1	Review of existing staffing resources to include deletion of two posts frozen since 2014/15 and agreement to voluntary severance for two existing posts
843	Place	2C03B5	Place reviews - Management rationalisation and business support review
844	Place	4M03B5	Reduction in staffing within the service via VER/VS (1 post)
845	Place	2B03B9	Additional sustained improvement of reduced net cost within Highways and Highway Network Management
846	Place	2B03B29	Delete vacant Landscape post in Urban and Environmental Design
739	Policy, Performance & Communications	1AA3B1-1	Advertising costs - PPC
627	Resources	1B03B1	Finance and Procurement System replacement (ReFine)
725	Resources	1B03B2	Review Recharges to the Combined Authority and Externally funded projects
568	Resources	1D03B1-1	Customer Experience Strategy
740	Resources	1F03B1	IT Rationalisation/DCT
815	Resources	1F03B2	Business Change and Information Solutions (BCIS) - Review of Management Structure
664	Resources	1H03B1	HR staffing review
324	Resources	1I83B1	Legal Services -Reduction in Members pension costs
816	Resources	1P03B1	Commercial Services - review of staffing structure
429	Resources	2C13B1	Workplace Programme
571	Resources	2C13B1 & 2C13B2	Property & Facilities Management Procurement (PFMP)
814	Resources	2C13B3	Transport reductions
688	Resources	5I03B1-1	Agency Review



<b>Glossary</b>	
<b>Term</b>	<b>Definition</b>
<b>Abbreviations</b>	The symbol 'k' following a figure represents £thousand. The symbol 'm' following a figure represents £million. The symbol 'bn' following a figure represents £billion.
<b>Capital Expenditure</b>	Expenditure that is incurred to acquire, create or add value to a non-current asset.
<b>Capital Financing Requirement</b>	It measures an authority's underlying need to borrow or finance by other long-term liabilities for a capital purpose.  It represents the amount of capital expenditure that has not yet been resourced absolutely, whether at the point of spend or over the longer term. Alternatively, it means capital expenditure incurred but not yet paid for.
<b>Capital Receipts</b>	The proceeds from the sale of capital assets which, subject to various limitations (e.g. Pooling Arrangements introduced in the Local Government Act 2003) can be used to finance capital expenditure, invested, or to repay outstanding debt on assets originally financed through borrowing.
<b>Collection Fund</b>	A fund administered by the Council recording receipts from Council Tax, National Non-Domestic Rates and payments to the General Fund. All billing authorities (including the Council), are required by law to estimate the year-end balanced on the Collection Fund by 15 January, taking account of various factors, including reliefs and discounts awarded to date, payments received to date, the likely level of arrears and provision for bad debts. Any estimated surplus on the Fund must be distributed to the billing authority (the Council) and all major precepting authorities (Police, Fire and DCLG) in the following financial year. Conversely, any estimated deficit on the Fund must be reclaimed from the aforementioned parties.
<b>Contingency</b>	A condition which exists at the Balance Sheet date, where the outcome will be confirmed only on the occurrence of one or more uncertain future events not wholly within the Council's control.
<b>Council Tax</b>	A banded property tax that is levied on domestic properties. The banding is based on assessed property values at 1 April 1991, and ranges from Band A to Band H. Around 60% of domestic properties in Sheffield fall into Band A.  Band D has historically been used as the standard for comparing council tax levels between and across local authorities, as this measure is not affected by the varying

	distribution of properties in bands that can be found across authorities.
<b>Council Tax Freeze Grant</b>	Grant funding provided by national government to support councils that freeze their Council Tax charges. The grant scheme is open to all billing and major precepting authorities, which decide to freeze or reduce their council tax. If they do, they receive additional funding in 2015/16 equivalent to raising their council tax by 1%.
<b>Council Tax Support</b>	Support given by local authorities to low income households as a discount on the amount of Council Tax they have to pay, often to nothing. Each local authority is responsible for devising its own scheme designed to protect the vulnerable. CTS replaced the nationally administered Council Tax Benefit.
<b>Credit Risk</b>	The possibility that one party to a financial instrument will fail to meet their contractual obligations, causing a loss to the other party.
<b>DCLG</b>	Department for Communities & Local Government
<b>Designated Areas</b>	These are specific parts of the city referred to as the New Development Deal and Enterprise Zone. They are significant because any growth in business rates above the “baseline” established in 2013/14 can be retained in full locally, rather than half being repaid to Government.
<b>Equality Impact Assessment (EIA)</b>	A process designed to ensure that a policy, project or scheme does not discriminate against people who are categorised as being disadvantaged or vulnerable within society.
<b>General Fund</b>	The total services of the Council except for the Housing Revenue Account and the Collection Fund, the net cost of which is met by Council Tax, Government grants and National non-domestic rates.
<b>HR1</b>	Each local authority is required to submit a HR1 form to inform the Government of potential redundancies in the organisation. The Redundancy Payments service then collects the information and distributes it to the appropriate Government departments and agencies who offer job brokering services and/or training services. This happens so that the Government can discharge its obligation to these employees.
<b>Minimum Revenue Provision (MRP)</b>	The minimum amount which must be charged to an Authority’s revenue account each year and set aside as provision for credit liabilities, as required by the Local Government and Housing Act 1989.
<b>National Non-Domestic Rates (NDR)</b>	These are often referred to as Business Rates, and are a levy on business properties based on a national rate in the pound applied to the ‘rateable value’ of the property. The Government determines the national rate multiplier and the Valuation Office Agency determine the rateable value of each business property. Business Rates are collected by the Local Authority

	and paid into their collection fund, this amount is then distributed 49% to the Local Authorities general fund, 1% to the South Yorkshire Fire and Rescue Authority and 50% to Central Government. The Central Government share is then redistributed nationally, partly back to Local Authorities through Revenue Support Grant.
<b>LAC</b>	Looked After Children
<b>Precepts</b>	The amount levied by another body such as the South Yorkshire Police Authority that is collected by the Council on their behalf.
<b>Private Finance Initiative (PFI)</b>	A contract in which the private sector is responsible for supplying services that are linked to the provision of a major asset and which traditionally have been provided by the Council. The Council will pay for the provision of this service, which is linked to availability, performance and levels of usage.
<b>Provisions</b>	Amounts charged to revenue during the year for costs with uncertain timing, though a reliable estimate of the cost involved can be made.
<b>Public Works Loan Board (PWLB)</b>	A government agency, which provides loans to authorities at favourable rates.
<b>Remuneration</b>	All sums paid to or receivable by an employee and sums due by way of expenses allowances (as far as those sums are chargeable to UK income tax) and the money value of any other benefits received other than in cash. Pension contributions payable by either employer or employee are excluded.
<b>Reserves</b>	Result from events that have allowed monies to be set aside, surpluses, decisions causing anticipated expenditure to have been postponed or cancelled, or by capital accounting arrangements.
<b>Revenue Expenditure</b>	Expenditure incurred on the day-to-day running of the Council, for example, staffing costs, supplies and transport.
<b>Revenue Support Grant (RSG)</b>	This is a Government grant paid to the Council to finance the Council's general expenditure. It is based on the Government's assessment of how much a Council needs to spend in order to provide a standard level of service.
<b>Specific Government Grants</b>	These are designed to aid particular services and may be revenue or capital in nature. They typically have specified conditions attached to them such that they may only be used to fund expenditure which is incurred in pursuit of defined



	objectives.
<b>Spending power</b>	<p>DCLG measures the impact of government funding reductions against local authorities' combined income from both government funding and council tax. This combined measure of income is called revenue spending power.</p> <p>NB: in a press release from the Chartered Institute of Public Finance &amp; Accountancy (CIPFA) following the Local Government Finance Settlement, CIPFA made the following notable comment:  <i>"CIPFA's measure of funding used in this analysis is "unfenced spending power". This is funding that councils have available to meet their priorities and fund existing staff and commitments and which is not already ring-fenced for other use. This includes Revenue Support Grant (RSG), retained business rates, council tax and a number of special grants that authorities are free to spend as they wish. In contrast DCLG's measure also includes Public Health Grant (which can only be spent on public health matters) and the Better Care Fund (which is largely NHS money or budgets that local authorities have pooled with the NHS, and can only be spent on priorities agreed with local NHS managers)."</i></p>
<b>Unsupported (Prudential) Borrowing</b>	Borrowing for which no financial support is provided by Central Government. The borrowing costs are to be met from current revenue budgets.
<b>VCF</b>	Voluntary and Community Sector

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