

Sheffield City Council

Revenue Budget 2014/15



BUDGET REPORT 2014/15

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2014/15 REVENUE BUDGET

REPORT OF THE CHIEF EXECUTIVE AND THE EXECUTIVE DIRECTOR, RESOURCES

Purpose of the Report

1. The purpose of this report is to:
 - to approve the City Council's revenue budget for 2014/15, including the position on reserves and balances;
 - to approve a 2014/15 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 2014/15 budget, Officers have undertaken 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 three main strands this year:
 - Two large corporate consultation events in the Town Hall
 - Consultation events on particular topics – notably adult social care and housing related support
 - Consultation on specific budget proposals

Corporate Consultation

4. Budget priorities have also been heavily shaped by consultation activity undertaken over the past two years. This has given overall support for the approach of seeking to protect services for the most vulnerable. These findings from the last 2 years have been developed by both budget and non-budget related activity. This includes consultation on the Health and Wellbeing Strategy, Libraries Review, Early Years and engagement with the Voluntary and Community sector.
5. To supplement these rich sources of evidence about people's views, we have held two large corporate consultation events in the Town Hall this year. The first of these was held in September 2013 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. We received a number of comments following this session which helped to inform our overall thinking on the budget. The second event, held in January 2014, was attended by around 200 members of the public, and gave us an opportunity to describe our budget proposals in more detail, and included sessions on each of the strategic outcomes hosted by Cabinet Members. These allowed interested members of the public to hear in more detail about our proposals in each of our six outcome areas, and to give us feedback on these. To supplement the public events, we also invited feedback on our proposals through the Council's website, which also included details of our approach in each outcome area (see www.sheffield.gov.uk/budget).
6. The key messages we heard as a result of the Town Hall events were:
 - That people are concerned about the impact of budget reductions on the most vulnerable, referencing the increased number of food banks, changes to benefits, and the overall economic situation.
 - There was general support for the Council prioritising support for the most vulnerable, but some concern about the way in which Government changes (including to Council Tax Benefit) were impacting locally.
 - That we should not lose focus on some of the longer term challenges facing the city (such as climate change and environmental sustainability), despite the difficulties of having to respond to the current financial challenge.

- That we should concentrate on and prioritise local economic development to encourage growth, and to improve the city's overall financial position, and more broadly, we need to think about opportunities for the future as well as current challenges.
 - That continuing to focus on education and skills was important for the city, as was reinforcing positive work to sustain and increase cohesion in the city
7. More detail on the points raised by people during this consultation event are available on the Council's website at www.sheffield.gov.uk/budget, including feedback from each of the discussion groups held. This information has been carefully considered by officers and Members in developing the budget proposals.

Topic-based consultation

8. We have in the past been able to protect spend, in relative terms, on areas like adult social care which were only asked to make a 5% saving last year. Although we continue to prioritise support to the most vulnerable and those at risk, the continued reductions in government funding have meant that this is no longer possible as the reductions in other areas would have resulted in some areas becoming unsustainable. We have therefore spent a great deal of time talking to service users and providers in adult social care about our proposals in this area, as this represents a significant area of change from current service provision. This represents the second main component of our consultation activity, and consists of the following:
- Four Adult Social Care 'Have your say' events in the autumn, plus some outreach through involvement groups. These helped us to explain the overall shape of our financial and demographic challenges to service users and our initial thinking. Some of the key things that people said to us were:
 - We should focus on delivering real, flexible, person centred and holistic services to the most vulnerable/in need, and that we should not provide 'one size fits all' standard services
 - That we should invest in prevention and understand what that means across Adult Social Care, Housing and Health
 - Remove silos and boundary issues between different services

- Reduce paperwork and bureaucracy within Adult Social Care and when working with Health, Housing and the Voluntary and Community Sector
 - Provide accessible, comprehensive information and people available to offer support
 - Develop long term strategies with partners and commission services together with them.
- This initial activity will be supplemented by ongoing ‘discussion’ activity across Adult Social Care, which will help inform and shape proposals further, with a particular emphasis on implementation plans. This will comprise one main event on 10th for the voluntary sector plus attendance at series of regular involvement forums. This will describe and seek views on the range of ways we are addressing budget issues including staff savings, better contract prices, refining personalisation.
 - Consultation has also been undertaken on changes to housing related support services with tenants, asking for their views on the proposals.

Service-specific and proposal based consultation

9. The third element of consultation activity that has informed our approach to this budget is service-specific. This has taken many forms, depending both on the nature of the proposal and which service users and communities are likely to be affected. In general terms, proposals that were assessed as having a higher impact were subject to more detailed consultation. This has ranged from public meetings, to individual discussions with providers and customers, to surveys and questionnaires.
10. For example, two public events were held on Culture and Environment issues, and specific consultation has taken place with schools on changes to school crossing patrols, on educational psychology services, and on a range of other changes. Further work will take place throughout the year as decisions are implemented through the Council’s usual governance processes – this will include, for example, consultation on changes to highways maintenance provision. We also published on the Council website broad overviews of a number of proposals that may impact on the community as a whole and invited feedback. We remain committed to making sure that people have the opportunity to comment on and influence proposals, particularly where services may change or reduce.

11. 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, (e.g. on sexual health services) and therefore firm proposals will be subject to further decision making in line with the Council's usual governance processes.
12. More information about our approach to consulting on the various budget proposals can be found in individual service EIAs.

Medium Term Financial Strategy

13. Cabinet on 18 September 2013 considered a report of the Executive Director, Resources entitled Medium Term Financial Strategy (MTFS) 2014/15 to 2018/19. This report provided an update of the Council's MTFS to reflect the budget decision of the Council for 2013/14 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.
14. The Report on the MTFS indicated that there would be reductions in Revenue Support Grant (RSG) of up to £36m (or 20%) in 2014/15 and a further £45m (or 29%) in 2015/16. It was forecast that reductions in RSG of up to 10% per annum would occur in the years from 2016/17 onwards. This reflected the impact of the Spending Review 2013 in which additional reductions in local government funding were announced on top of the reductions that had been announced in previous finance settlements.
15. In addition to these funding reductions of up to £28m, the Council faced additional corporate expenditure of up to £9m. This included funding for the reinstatement of staff increments (£5m), provisions for funding the increased pension contributions as a result of the 2013 actuarial review (£5m), additional Streets Ahead costs (£2m) and reductions as a result of rescheduling the Sheffield City Trust debt (£7m).
16. There was also the issue of rising costs faced by Portfolios due to variations in inflation and levels of demand, particularly in social care services. It was recognised that these "pressures" could add considerably to annual expenditure levels. However it was decided that, because of the nature of the austerity budget financial settlements for local government, there would be insufficient resources to meet such pressures and therefore Services/Portfolios would be required to manage these from within existing resources by identifying offsetting compensating savings of equal value.

17. The overall forecast picture for Sheffield City Council was for a potential shortfall of up to £37m in 2014/15 rising to a cumulative shortfall of £106m by 2018/19, not including Portfolio cost/demand pressures. The final position shown later in the report is that £58m of savings are required – including savings to offset Portfolio cost/demand pressures – in order to balance the budget for 2014/15. The MTFS indicated that in order to achieve a balanced budget position over a three 3 year period savings proposals needed to be identified that were equivalent to 15% reduction in 2014/15, 15% in 2015/16 and 10% in 2016/17.
18. The MTFS also referred to announcements made in the June 2013 Spending Review (SR13) and their potential impact on the City Council. SR13 included the creation of a £3.8 billion pooled budget from April 2015 for health and social services to work more closely together. This is to be referred to as the Better Care Fund. There is also £200m for local authorities from the NHS in 2014/15 (£2.7m for Sheffield) to ensure change can start immediately through investment in new systems and ways of working. These initiatives are referred to later in this report.
19. The overall approach to balancing the budget has involved using the strategic outcome model that the Council has adopted in the past year and which has assisted in developing strategic proposals that have achieved a greater alignment of priorities and resources. Strategic Outcomes are an important statement of how the Council achieves its priorities and give important direction and prioritisation for the authority.

Autumn Statement 2013

20. The Chancellor delivered his Autumn Statement to Parliament on 5 December 2013. The Statement did not include any further reductions in local government funding, with additional reductions of £1 billion a year in 2013/14 to 2015/16 coming from other Government departments. The Statement confirmed the local government spending reductions for 2015/16 that had been announced earlier.
21. The Chancellor did announce some changes to the business rates regime, in particular:
 - The business rate rise in 2014/15 is to be capped at 2% (it would otherwise have risen by 3.2% in line with the increase in the September 2013 RPI). Local Government is to be compensated for the loss of income.

- The temporary extension of small business rates relief, which was due to expire on 31 March 2014, will be extended to 31 March 2015. The Government has committed to paying for this as part of its New Burdens Doctrine.
 - There will be additional business rate discounts and reliefs from April 2014: a discount of up to £1,000 for retail premises with a rateable value of up to £50k; and a 50% discount for 18 months for new occupants of previously unoccupied retail premises.
22. The Autumn Statement included the Government's commitment to supporting local areas to transform services where doing so saves money by ensuring pooled funding is an enduring part of the framework for the health and social care system beyond 2015/16. This builds on the Better Care Fund (formerly the Integration Transformation Fund) beyond 2015/16.

Local Government Finance Settlement

23. The Government announced details of the Provisional Local Government Finance Settlement for 2014/15 on 18 December 2013. The Settlement also included indicative figures for the 2015/16 financial year. A report on the implications of the Finance Settlement was considered by Cabinet on 15 January 2014. The Final Local Government Finance Settlement was put before Parliament on % February 2014 and included a minor adjustment compared to the Provisional Settlement.
24. With the introduction of the business rates retention scheme in April 2013, Finance Settlements now include a "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.
25. 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.
 - Revenue Support Grant which includes some of the funding allocations that have been specific grants in the past.

Settlement Funding Assessment for 2014/15

26. The Settlement included a reduction in the SFA of approximately £30m in 2014/15. Although the overall reduction in SFA is broadly as expected, there are variations within the components:

- The business rates baseline is £1.7m less than assumed in the MTFS. This is due to the capping of the increase in the multiplier to 2% rather than the full amount of inflation.
- The level of RSG is slightly higher than assumed in the MTFS. This is mostly attributable to the inclusion in RSG of the Freeze Grant for 2013/14 which was previously paid as a specific grant.

27. The comparison between 2013/14 and 2014/15 is set out below:

	SETTLEMENT	SETTLEMENT	Difference
	2013/14	2014/15	
	£000	£000	£000
Revenue Support Grant	190,105	157,460	-32,645
Baseline Business Rates Funding			
Local Share of Business Rates	98,672	100,593	1,921
Top Up Grant	27,800	28,342	542
Settlement Funding Assessment	316,577	286,395	-30,182

28. 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.
- Grants that were previously allocated as specific grants and which now have been “rolled up” into RSG and Business Rates Baseline funding. This was being introduced in order to provide the facility for the Government to make the overall Spending Review reductions in local government funding.

29. The elements in SFA are shown below:

	RSG	Baseline	TOTAL
	2014/15	2014/15	2014/15
	£000	£000	£000
Upper Tier Funding	113,942	95,360	209,302
Lower Tier Funding	20,058	18,156	38,214
Grants rolling in:			
Council Tax Freeze Grant 2011/12	2,894	2,003	4,897
Council Tax Freeze Grant 2013/14	1,914	0	1,914
Early Intervention funding	9,158	7,240	16,398
Homelessness	299	210	509
Lead Authority Flood	78	55	133
LD & Health Reform	8,740	5,911	14,651
Returned Funding	377	0	377
TOTAL Settlement Funding Assessment	157,460	128,935	286,395

Specific Grants

30. 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 will receive in 2014/15 compared to 2013/14. The majority of these grants are already included in Portfolio/Service budgets and the proposals set out in the budget implementation plans.

	2013/14	2014/15	Movement
Specific Grant allocations	£m	£m	£m
Compensation for business rates capping	0.000	1.066	1.066
Lead Local Flood Authorities	0.086	0.086	0.000
Community Right To Challenge	0.009	0.009	0.000
Community Right To Bid	0.008	0.008	0.000
Local Welfare Provision Grant	2.509	2.472	-0.037
New Homes Bonus	4.595	5.954	1.359
New Homes Bonus: returned funding	1.072	0.443	-0.629
Housing Benefit Administration Subsidy	4.060	0.000	-4.060
Local Council Tax Support and Housing Administration Subsidy	0.000	3.868	3.868
Council Tax Support New Burdens Funding	0.351	0.270	-0.081
Local Health Reform and Community Voices DH grant	0.474	0.489	0.015
Public Health Grant	29.665	30.748	1.083
NHS funding to support social care	9.683	12.399	2.716
Council Tax Freeze Grant 2013/14	1.642	0.000	-1.642
Estimated Specific Grants	54.154	57.812	3.658
Less			
Inclusion of additional grants in existing proposals			-4.234
Overall reduction in Specific Grants for Sheffield in 2014/15			-0.576

31. The overall net reduction in specific grants of £0.576m for 2014/15 reflects the following:

- Council Tax Freeze Grant for 2013/14: the City Council accepted the Grant for 2013/14 and included £1.642m in its revenue budget for that year. The Government subsequently revised the method of calculating the entitlement to this grant resulting in an additional £0.3m to the Council. However this has now been included in RSG for 2014/15 and is therefore no longer a specific grant.
- 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%. 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. The Government has compensated local authorities for this difference. For Sheffield the compensation is expected to amount to £1.066m.

32. The position above does not include Dedicated Schools Grant (DSG) the majority of which is “passported” to schools. The provisional settlement amounts to £371m for Sheffield, of which £312m 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.

33. 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 £4.6m in 2013/14 to £6.4m in 2014/15. This variation is not included in the assessment of the revenue budget position as the City Council has decided to use NHB to create the Local Growth Fund (LGF). LGF is used to fund projects which help make sites available to developers to encourage new housing developments or bring long term empty properties back into use. The LGF is used mainly on capital projects but some projects are used to enhance services normally funded through the revenue budget. LGF projects are approved on a case by case basis and for a specific time period.

Business Rates income

34. Prior to 2013/14 local authorities collected business rates on behalf of the Government and the amount was redistributed as part of the Formula Funding mechanism. As a result of the Government's Business Rates Retention scheme, which was introduced in April 2013, the Council continues to collect all of the business rates in its area, but it is 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 a strong incentive to maximise this source of income in order to mitigate the impact of reductions in Revenue Support Grant.
35. 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.
36. In order to counteract this national imbalance, the Government has introduced 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.

37. The 2013/14 Local Government Finance Settlement set out the Government's estimate of the amount of business rates to be collected nationally; this is termed the Estimated Business Rates Aggregate (EBRA) and was set at £21.8 billion for 2013/14. Using the amounts collected in two years prior to 2013/14 (i.e. 2011/12 and 2012/13), it was expected that Sheffield would collect 0.923% (the "proportionate share") of EBRA which gave an estimated total amount to be collected of £201.4m in business rates.
38. Applying the 50% local share retention produces a "billing authority" baseline figure of £100.656m for Sheffield in 2013/14. After the amount attributable to the South Yorkshire Fire Authority (1%), the amount estimated to be retained by the City Council was £98.672m in 2013/14. For 2014/15, Government has assumed that the Council's retained share of business rates will increase by 2% inflation to £100.594m.
39. However, the Council will be required to provide its own estimate of how much business rate income it will collect and therefore how much it will rely upon in setting the budget for 2014/15. 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 2014/15 that will be based on experience of recent years and the use of the most up to date information available.
40. The first assumption which the Council needs to make is the number of business premises in Sheffield that are liable for business rates. The NNDR1 asks authorities to use 30 September 2013 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 17,602 (17,356 as at 30 September 2012) with an aggregate rateable value of £530.083m (£531.455m as at 30 September 2012). This includes two parts of the city where special rules apply.

New Development Deal and Enterprise Zone

41. 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.

42. The New Development Deal, which consists of 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.
43. The Enterprise Zone is located at the Advanced Manufacturing Park off the Parkway. Businesses which choose to re-locate to enterprise zones 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 which then decides how those receipts should be invested.

	£m	
New Development Deal	3.503	0.7%
Enterprise Zone	3.433	0.6%
Rest of Sheffield	523.147	98.7%
Total	530.083	100%

Calculating the Business Rates Estimate for 2014/15

44. Based on the 2014/15 rating multiplier (the “rate poundage”, which is set by Government) this produces a gross business rate estimated income (the “Gross Rate Yield”) of £250m (£245.5m in 2013/14). 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 £36.9m (£33m in 2013/14).
 - Losses and costs of collection - this includes an estimate of the bad and doubtful debts in 2014/15, the potential legal and other recovery costs. Using

the assumptions set out in Government guidance about this, the estimated figure is £2.3m (£3.3m in 2013/14).

45. 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). However, because of the large volume of appeals, decisions by the VOA can take several years, although the Chancellor announced in the Autumn Statement in December 2013 that he had a set a target for the VOA to work through 95% of outstanding appeals by July 2015.
46. It is difficult to arrive at a reliable estimate of the potential refunds due on outstanding appeals in addition to any new ones that may be lodged. Based on data provided by VOA in September 2013, the number of outstanding appeals in Sheffield include 114 (317 in September 2012) in respect of the 2005 rating list and 988 (1,510 in September 2012) in respect of the 2010 rating list.
47. A key issue relates to the way in which the Council will be required to account for losses due to successful appeals. The DCLG have always accounted for appeals on a cash basis, i.e. within the year in which the payments have been made. Under the new arrangements local authorities will need to account for losses on appeals on an accruals basis, i.e. the Council will need to make provision for its 49% share of the potential historic costs of non collection and refunds due to appeals. As 2013/14 is the first year of the new scheme's operation, it will be this current financial year where the greatest impact will be felt as the accrual basis figure will be higher than the cash basis figure.
48. The provision for losses due to appeals that was established in 2013/14 amounted to £14.8m 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. For 2014/15 an assessment has been made of the outstanding appeals and the potential for these to subsequently result in a loss of business rate income to the Council. This has resulted in a provision for appeals in 2014/15 of £5.1m.

Overall Business Rates Estimate for 2014/15

49. Based on assumptions relating to reliefs and appeals, it is estimated that the total net business rates for Sheffield will amount to £205.8m in 2014/15 (£194.4m in 2013/14). 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. Business Rate income is

taken to the Council's Collection Fund where the appropriations are made. The estimated Collection Fund for 2014/15, insofar as it relates to business rates, is shown below:

Collection Fund - Business Rates Estimate for 2014/15

2013/14 £'000		2014/15 £'000
245,533	Gross Business Rates income yield	249,955
-32,984	LESS Estimated Reliefs	-36,886
-3,331	Losses and Cost of Collection	-2,240
-14,800	Losses on Appeals	-5,028
<u>194,418</u>	Net Estimated Business Rates	<u>205,801</u>
Appropriation of net business rates		
95,265	Sheffield City Council	100,898
1,944	South Yorkshire Fire Authority	2,058
97,209	Government	102,845
<u>194,418</u>		<u>205,801</u>

50. The estimated 49% of net business rates for Sheffield amounts to £100.9m (£95.3m for 2013/14). This is slightly more than the figure assumed by the Government in the provisional 2014/15 Local Government Finance Settlement that £100.6m would be retained by Sheffield City Council.
51. It is proposed that the Council budget for 2014/15 include business rates income of £100.898m as its 49% share of net income. In the 2013/14 budget there was a shortfall of £3.4m compared to the Settlement figures which was covered partly by a contingency within the budget and also by a contribution from a business rate reserve set up to allow for significant annual fluctuations in business rate income. No such contributions will be required in 2014/15. The proposed budget for specific grants includes £1.1m relating to the compensation from Government for the loss of business rates as a result of the decision to cap the increase in the multiplier at 2%, rather than 3.2% as announced previously.

Council Tax income

Council Tax base for 2014/15

52. The Council set a Council Tax Requirement of £164.256m for 2013/14 which resulted in a Band D council tax of £1282.75. This included a determination that the council tax base – the number of properties on which a tax can be charged – would be 128,050.05 Band D equivalent properties. This represented a reduction in the taxbase of 17% compared to the previous year, mostly due to the introduction of new council tax discounts as a result of the Council Tax Support Scheme (CTSS).
53. The calculation of the tax base for 2014/15 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 501 properties.
 - There has been a decrease in the expected CTSS caseload. This reduction amounts to 1,161 fewer band D equivalent properties claiming council tax support. This is largely due to a reduction in the working age caseload which reflects an overall reduction in households claiming unemployment benefits both locally and nationally.
 - There is an increase of 227 in the number of 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 2014/15: 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 2014/15, a prudent collection rate of 95.5% has been assumed (although we still intend to collect 99% over the long term). 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.

54. The Council Tax Base for 2014/15 has therefore been determined as 128,144.18 Band D equivalent properties. This is an increase of 94.13 properties (or 0.07%) compared to 2013/14 and will result in an increase in council tax income of £0.121m at an unchanged level of council tax.

	Band D equivalent number of properties
Council Tax Base of Band D equivalent properties for 2013/14	128,050.05
Additional properties in 2014/15	501.00
Reduction in properties entitled to CTSS	1,161.92
Increase in number of properties entitled to discounts/exemptions	-227.03
Reduction due to collection rate falling from 96.5% to 95.5%	-1,341.76
Council Tax Base of Band D equivalent properties for 2014/15	128,144.18

55. There is the potential for additional council tax income to be generated by the removal of some discounts. Legislation introduced in 2013 gives local authorities greater discretion over the granting of discounts for certain empty properties. The Council may wish to remove the following:

- Empty unfurnished properties in need of repair currently attract a discount of 25% for a period of up to 12 months. It is estimated that there are about 250 properties falling within this category. Removing this discount from April 2014 will potentially generate additional income of around £60k.
- Empty unfurnished properties currently attract a 10% discount for up to 6 months. It is estimated that there are about 2000 properties falling within this category. Removing this discount will potentially generate additional income of around £180k.

Council Tax Freeze Grant for 2014/15

56. The Finance Settlement includes details of the Council Tax Freeze Grant for 2014/15. This is to be paid to local authorities that do not increase the council tax from the 2013/14 level and the cash value of the Grant will be equivalent to a 1% increase in council tax excluding the reduction in tax base due to the Council Tax Support Scheme. The actual grant will amount to £1.968m; approximately £0.3m higher than the amount based on the actual tax base.

57. The Finance Settlement confirms that the Freeze Grant for 2014/15 will be “built into the spending review baseline” and that this overcomes the “cliff edge from the Freeze Grant disappearing in due course”. To what extent this grant will continue indefinitely is uncertain.
58. The proposals set out in this Report assume that the Council will accept the Freeze Grant and will set an unchanged council tax in 2013/14. The Freeze Grant would amount to £1.968m.

Council Tax referenda

59. 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.
60. 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. For 2013/14 the Secretary of State determined that the local authority council tax referendum threshold will be 2%, in accordance with principles issued on 4 February 2013. This meant that if a local authority were to raise its “relevant basic amount” of council tax by more than 2%, it would have required the support of local people through a local referendum.
61. The principles for 2014/15 were issued on 5 February 2014. Although there were indications that the Government were considering setting the threshold at 1.5%, the principles have determined that the “basic amount of council tax” is excessive if the 2014/15 tax is 2%, or more than 2%, greater than the tax for 2013/14.
62. In accordance with regulations issued in January 2013, the relevant basic amount is the Band D council tax adjusted to exclude levies. This forms the basis of the comparison with the council tax for the previous year and for determining the “excessive” calculation. For 2013/14 it resulted in a calculation that excludes the amount of council tax that relates to levy expenditure and, in effect, assumes that all of the City Council’s £37m of levy payments were funded by council tax.
63. These calculations for 2013/14 resulted in a situation in which the levy reduction amounted to a variation in council tax of 1.83% and therefore a council tax increase of more than 0.17% would have required a referendum as such an

increase would have been regarded as excessive in accordance with the principles laid down by the Secretary of State.

64. On 30 January 2014 the Local Audit and Accountability Act received Royal Assent. The Act contains provisions relating to the calculation of the “relevant basic amount” of council tax and refers to the exclusion of levies from the calculation. Explanatory notes to assist in understanding the implications of the Act, have not yet been issued but it is assumed that these notes together with any regulations accompanying the Act will mean that levy reductions can be regarded as a reduction in local authority expenditure and therefore treated as a saving.
65. The South Yorkshire Integrated Transport Authority (SYITA) are proposing a levy reduction of up to 9.5% for 2014/15 which will result in a saving to the Council of £3.3m. Without a change in the regulations the SYITA reduction would mean that the City Council would need to reduce the council tax by approximately 2% to avoid triggering a referendum.

Business Planning for 2014/15

66. 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 2014/15 for a specified cash limited budget.
67. The Business Planning process for 2014/15 began before the consideration of the MTFS report by Cabinet in September 2013. The planning process to balancing the budget over the medium term involved a strategic approach that included:
 - For planning purposes, the development of forecast budget totals that fit within the level of available resources over a 5 year period
 - Resources being allocated to Services/Portfolios and also to strategic outcomes in a way that reflected priorities
 - Executive Directors being given responsibility for developing realistic, affordable 2 year delivery plans within a 3 year context for each outcome area and which fits within the available level of resources

- The plans were to consider all income and spending, cost and demand pressures, as well as setting out clearly any major changes required in service delivery.
68. To assist in the development of these outcome driven plans, the current year Service/Portfolio budgets were aligned to strategic outcomes. This approach enabled broad planning totals to be produced for strategic outcome areas and led to the development of savings proposals that are set out in the budget implementation plans.

Formulation of the budget for 2014/15

69. In formulating the budget for 2014/15 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.

Funding from Government

70. The earlier part of the report provided details of the Local Government Finance Settlement for 2014/15. The Settlement resulted in a reduction in RSG and specific grants of £33m for 2014/15. It is proposed that the Council accept the Freeze Grant of £1.9m in 2014/15. The overall variation in funding would therefore amount to £31m:
- Reductions in Revenue Support Grant and Top up Grant of £32.662m
 - Reduced Specific Grant allocations of £0.576m
 - Council Tax Freeze Grant of £1.968m for 2014/15

Council Tax income

71. The determination of the council tax base has resulted in additional income of £0.121m as reported earlier. This assumes that the actual Band D equivalent tax will remain unchanged from April 2014.

Business Rate income

72. 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 £100.898m, which is an increase of £5.6m compared to

2013/14. This is £0.3m above the assumed retained business rate figure that is determined by Government as part of the Business Rates Baseline.

Collection fund surplus

73. The Collection Fund position has been determined at 15 January 2014, as required by statute. There is a surplus for the City Council of £171k.

Removal of one off items

74. The Council approved contributions from reserves of £1.8m in 2013/14 to support the business rates shortfall when compared to the SFA. This reserve will not exist in 2014/15 and beyond and therefore an adjustment is required to the budget. There was also a one off budget provision for the Keep Sheffield Working Fund (£0.4m) and this has been removed from the budget for 2014/15.

Additional Budget Provisions

75. There are a number of proposed additions to the budget for 2014/15:
- Portfolio cost/demand pressures: Portfolios are faced with increased levels of demand for services and rising costs of service provision, particularly in the area of social care. The total cost of Portfolio pressures amounts to £30.450m. This includes a provision for staff pay awards of 1% amounting to approximately £1.8m. Details of the pressures are in Appendix 1.
 - Local Government Pensions costs: An actuarial review of the South Yorkshire Pension Fund has been conducted in 2013 which determines the current deficit position as well as the employers contribution rates from April 2014. The initial results suggested that Sheffield would face additional pension costs of £17m in 2014/15: approximately £14m of which would be an increased “deficit recovery contribution” (a fixed lump sum payment to pay back the Council’s share of the pension scheme deficit), and a further £3m would be as a result of increasing the future service rate from 12.1% to 14%.

These costs represented a further £12m above the £5m already included in the MTFs and would present a significant difficulty for the Council and require additional savings from all Portfolios/Outcomes. Further discussions between the Treasurers of the four South Yorkshire authorities and South Yorkshire Pension Authority (SYPA) have led to a number of more favourable options being presented which would not have the same adverse impact as the initial results. .

The Director of Finance had requested that the SYPA reassess the position on the assumption that the deficit recovery contribution in 2014/15 and, as a result, the deficit position has been revised down although the Council still faces an increase in the ongoing employers rate of contribution (a 12.9% employers rate which is almost 1% higher than the current rate).

The estimated impact of these two factors is an increase in costs to the Council's General Fund of approximately £9m. The proposed budget involves mitigating the impact of this additional cost by using reserves amounting to £4m. The Council plans to secure approximately £15m of reserves from Kier Sheffield LLP when the partnership winds up at the end of 2013/14 following the expiry of the current Council Housing Repairs & Maintenance contract. However, as the use of reserves is only a short-term measure, alternative options such as the implementation of an "Asset Backed Vehicle" are being explored in order to provide a longer term solution.

- Provisions for redundancy/severance costs: based on the savings proposals that are set out in this report and which are required to achieve a balanced budget, the Council will require an adequate provision for redundancy/severance costs. The 2013/14 base budget included a provision of £9m to fund redundancies and other severance costs. The proposals set out in the budget implementation plans involve a reduction of 644 posts, although 169 of these are currently vacant. The net reduction in posts therefore amounts to 475 which represents a 19% increase compared to the figure for 2013/14. This would therefore require an increase in the redundancy cost provision and the proposed budget includes an additional £2.2m for this purpose.
- Pay strategy: The Council is currently consulting with staff and trades unions on proposals relating to the Pay Strategy which involves the replacement of increments with a single spinal column point for each pay grade. This would cost approximately £1.7m in the first year and will avoid incurring the £5m that it would have cost to reinstate increments. Part of the Pay Strategy will also involve other changes to terms and conditions, particularly in respect of enhancements, which are assumed to produce savings of approximately £1.3m. The overall net result of these two proposals would involve an additional cost of £0.4m in 2014/15.
- Infrastructure Investment (New Retail Quarter): proposals relating to the development of the new retail quarter are to be presented to Members in the future. There is likely to be some capital expenditure in respect of NRQ

infrastructure e.g. public realm. These charges to the revenue account are assumed to rise from £0.4m in 2014/15 to about £1m thereafter.

- Streets Ahead: the Council investment in the Streets Ahead contract will result in the required amount increasing by approximately £1.7m per annum from April 2014, as planned. This includes the full debt charges associated with borrowing £100m to finance the acquisition of assets (a saving on the previous borrowing via PFI).
- Improved sundry debt collection: as performance in respect of sundry debt collection improves, the practice of taking income to a corporate budget is being phased out. The improvement in debt collection is now reflected in Portfolio budgets. It is proposed to reduce the corporate budgeted income by £0.2m in both 2014/15 and 2015/16.
- Goodwill from existing repairs & maintenance contract: With the conclusion of the existing contract due to take place in March 2014, there will be a loss of goodwill amounting to £1.5m from April 2014. The new contract will relate to the Housing Revenue Account and therefore it will be difficult for the output of any tendering process to result in payments to the “general fund” revenue account.
- Contingency: the Council faces significant risks associated with its financial position in 2014/15 and the assumptions set out in the budget proposals. These risks include: delivering the Pay Strategy following consultation with staff and trades unions; achieving additional social care savings on top of those that were agreed in 2013/14 but which were not fully implemented; the action required to secure a long term solution to the funding of pensions contributions; and the likelihood of the financial position for 2015/16 being more severe than in 2014/15. In view of these risks, the proposed budget includes establishing a contingency of £1.5m to assist in mitigating some of them.

Reductions in budget provision

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

- SYITA levy reduction: the South Yorkshire Integrated Transport Authority (SYITA) are expected to approve a reduction in their 2014/15 budget and a corresponding reduction in the levy to the City Council of approximately £3m. The majority of this reduction is reflected in Portfolio savings proposals as set

out in the Budget Implementation Plans but there is a figure of £0.5m held as a corporate saving.

- Capital financing costs: The Council currently has a capital financing costs budget of about £40m in order to meet the costs of borrowing undertaken to finance the capital programme. A re-assessment of the commitments against this budget - based around the likely timing of new borrowing and the prevailing interest rates – suggests that a reduction of about £4m can be made in the existing budget.
- Sheffield City Trust (SCT) debt: the Cabinet on 19 June 2013 considered a report relating to changes in the way the Council funds Sheffield City trust to meet its financing obligations. The proposed budget includes a reduction in costs of £6.5m in 2014/15 as a result of Cabinet approving the recommendations in this report.

Contribution from Reserves in 2014/15

77. The budget proposals involve the use of reserves to meet expenditure in 2014/15 for the following purposes:
- To meet some of the additional pensions costs that will be incurred in 2014/15 in advance of a permanent solution, as referred to in the section relating to pensions set out above. This involves a contribution from reserves of £4m in 2014/15.
 - The use of a service related earmarked reserve to assist in reducing costs and achieving savings targets in 2014/15. This amounts to £0.2m.

Overall Position

78. In total the net adjustments to the budget for 2014/15 total £58.4m. This represents the revenue budget gap before savings proposals from Portfolios/Outcomes.

		£m	£m
Reductions in funding from Government			
	Reduction in Revenue Support Grant	32.7	
	Variations in Specific Grant	0.6	
	Freeze Grant 2014/15	-2.0	
	Additional Business Rates top up grant	-0.5	30.7
Additional Council Tax income due to increase in Tax Base			
			-0.1
Additional Business Rate income			
			-5.6
Collection Fund surplus			
			-0.2
Removal of one off items			
	Keep Sheffield Working Fund	-0.4	
	Use of Reserves in 2013/14	1.8	1.4
Additional budget provisions			
	Portfolio cost/demand pressures	30.5	
	Pensions costs	9.0	
	Redundancy costs	2.2	
	Pay strategy	0.4	
	Infrastructure investment	0.4	
	Streets Ahead contract	1.7	
	Improved debt collection	0.2	
	Goodwill from existing property contract	1.5	
	Contingency	1.5	47.4
Budget reductions			
	ITA levy reduction	-0.5	
	Sheffield City Trust debt charges	-6.5	
	Capital financing costs	-4.0	-11.0
Contributions to (from) Reserves			
	Redundancy Reserve	-4.0	
	Other Earmarked Reserves	-0.2	-4.2
TOTAL ADDITIONS TO NET REVENUE BUDGET 2014/15			58.4

Savings proposals for 2014/15

79. 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 7 March 2014. The total amount of Portfolio savings are £58.4m. 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)

			Savings Proposals for 2014/15 £m
Portfolio savings:			
CYPF		✓	14.0
Communities		✓	29.7
Place		✓	10.6
Resources		✓	3.8
PPC			0.3
Total		✓	58.4

Revenue Budget position for 2013/14

80. The City Council, at its meeting in March 2013, approved a Net Revenue Budget for 2013/14 of £477.430m. The Council kept the level of Council Tax unchanged from the previous year – at £1282.75 for a Band D equivalent property - and therefore qualified for the one off Council Tax Freeze Grant.
81. 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 8, covering the period to November 2013, shows a forecast overspend of approximately £3.1m.

Portfolio	FY Outturn £'000	FY Budget £'000	FY Variance £'000
CYPF	88,673	88,645	28
Communities	180,797	170,787	10,010
Place	180,847	180,298	549
Policy, Performance & Communications	2,640	2,617	23
Resources	62,488	63,877	(1,389)
Corporate budgets	(512,355)	(506,224)	(6,131)
Grand Total	3,090	0	3,090

Balances and Reserves

82. 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.
83. 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

84. 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 2014/15.

Levies

85. The Council currently has approximately £37m in its revenue budget for levies. This includes the following levies:

- South Yorkshire Integrated Transport Authority (ITA); the ITA is considering its budget for 2014/15 in February. A reduction of £3.3m is expected for Sheffield. This reduction is included in the City Council budget proposals.
- Payments to the South Yorkshire Pensions Authority and to the Environment Agency amount to £0.214m and £0.186m respectively.

Portfolio Revenue Spending Plans for 2014/15

86. 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.
87. 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

88. As a Council we have set clear priorities in our corporate plan 'Standing Up For Sheffield', and we have tested them with the public. Our budget, in common with budgets over the last three years, is very much driven by these priorities. They can be summarised as:
- Standing up for Sheffield
 - Supporting and protecting our communities
 - Focusing on jobs
 - Business friendly
89. The council-supported, but independently chaired, Fairness Commission published its final report in 2013. This is available on the Council's website at www.sheffield.gov.uk/fairnesscommission, and includes a set of fairness principles for the city. The Council has signed up to these principles and has actively used them to help influence the shape of the budget as a whole, ensuring that 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.
90. As in previous years, our budget has been heavily shaped and influenced by our priorities and our commitment to fairness. However, this year the context is different. We have already saved over £180 million over the last three years. We have changed specific services, such as moving to alternate weekly bin collections; we've had to look at fees and charges, including increasing car parking fees; and we've made more fundamental changes, such as investing more in preventative, rather than crisis response services in Children's Services. We've protected front line services as far as possible, but have had to make some difficult and high profile decisions, such as the closure of Don Valley Stadium, and changes to the library service. Our ability to make cuts with limited impact has gone and therefore this year's budget contains a number of difficult proposals.
91. This also means that, in contrast to previous years where we have been able to offer relative protection to some areas of our budget, the continuing large-scale reductions have meant that it has not been possible to do the same for 2014/15. For example, in 2013/14 adult social care services were only asked to make a 5% reduction in their budget in contrast with other areas which were asked to make larger cuts. However, if we had adopted the same approach for this budget round, the reductions in 'unprotected' areas would have been so large as to have been unsustainable, and would have resulted in reductions in these other services, which would have been unacceptable both to us and to the

- public. This was made particularly acute because the areas that we protected in previous years (adult's and children's social care, and elements of our spend with the voluntary sector) make up such a large overall proportion of our budget. This means that nothing was 'off the table' when considering proposals for 2014/15, although we have continued to prioritise our support for the most vulnerable, including ensuring the safety of children and young people.
92. For the 2014/15 budget round, we have adopted an approach of planning our budget by 'outcome area'. These are the six main objectives the Council is working to achieve on behalf of the city, and include the vast majority of our spending:
- Great Place to Live
 - Better Health and Wellbeing
 - Competitive City
 - Safe and Secure Communities
 - Successful Children and Young People
 - Tackling Poverty and Increasing Social Justice
93. We also spend money on a range of services to support the organisation deliver these outcomes (including things like Finance and HR).
94. We need to reduce our total spending by £58.4m in 2014/15. Our approach to the budget has been to seek to identify budget savings totalling 15% of our investment in each outcome area for 2014/15, bearing in mind the Council's overall priorities and the fairness principles. This means that some areas of spend within each outcome have been protected, whilst other areas of spend within outcomes have seen larger reductions, although each outcome had the same overall percentage target. Each outcome has also developed a longer-term plan for the financial years 2015/16 and 2016/17 on the basis of the assumptions made in the Medium Term Financial Strategy.
95. Our approach to setting the budget is summarised under the six outcomes, which correspond to the main headings in our Corporate Plan. As set out in the report to Full Council accompanying last year's budget, the Council has spent 2013/14 actively seeking more efficient ways of delivering our services, with a commitment to make £20m of savings through modernising service delivery. As a result of this, many of the proposals in this year's budget arise from

fundamental changes to the way we deliver services, and although may not always be immediately visible will have a profound impact on how the council works in future.

96. Our broad approach within each outcome area is set out below.

Better Health and Wellbeing

97. We spend around £150 million each year helping adults across Sheffield stay healthy and well. This is our second biggest area of our spending, behind education.

98. Most of our money goes on Adult Social Care – helping thousands of people who need extra help and support to stay independent, safe and well. This includes paying for more than one million hours of home care every year and spending £1.5 million every week on accommodation for people who are not able to live independently at home.

99. We have recently taken over responsibility for Public Health from the NHS. 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.

100. In previous years, we have been able to protect most of our spending on adult social care by finding the majority of the savings needed from other service areas. As explained above, the scale of the Government funding cuts means that we can no longer protect our adult social care budgets. We expect, therefore, to reduce our adult social care spending by over £6m in 2014/15. This means significant reductions in spending over a short period of time. At the same time, there are changes planned to national legislation about how people will pay for their care in future. This means that adult social care will be a challenging area for some time and that we will have to make changes to ensure that services are as effective and efficient as they can be, ahead of

these national changes which are expected to be introduced after the next general election.

101. On top of the savings required because of reductions in Government grant, Adult Social Care is experiencing significant demand pressures – these are additional costs caused by more people needing a service from us or because costs are rising. This has added on a further £22m to the savings required in this area for 2014/15, meaning the total reductions needed in Better Health and Wellbeing are £28m.

102. We are committed to ensuring 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 we have clear priorities in our corporate plan – Standing up for Sheffield. 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 more closely with health services so that people get better coordinated help and support.

103. We are working hard to make services more joined-up and efficient. However, the scale of the continued funding reductions means that we have to make difficult decisions. Some of our main areas for reducing costs within Better Health and Wellbeing are:

- Providing more information, advice and signposting about services available in the community which people can access directly to support their independence and wellbeing. This also includes working more closely with GPs to support people at risk of needing social care, and providing more support for carers. By getting this right, this will save over £380,000 next year, as well as being much better for the people concerned.
- Only funding services that meet unmet eligible social care needs in the most cost effective way – this will involve reviewing the care packages we provide to both new and existing service users; we expect this to save us over £9m in 2014/15.

- We remain committed to giving people choice or control over how their needs are met, but we will be more mindful of value for money. For example, we won't pay a higher price for someone's personal care if a good quality alternative provider can meet these needs for less. If someone wants to use a more expensive provider then they will have to pay the extra cost themselves
- We will continue to offer people Direct Payments so that they can arrange and pay for their own care if that is their wish. However, we need to make sure that everyone who receives a Direct Payment is able to manage it, and that the arrangements meet their care needs. We will review people's Direct Payments at least every year. Where people are using Direct Payments to buy the same or similar services, we will bulk buy those services on their behalf to get better value for money, saving £250,000, with a particular focus on mental health, where costs have been increasing rapidly in the last few years.
- We will help more people get the financial support they are entitled to from Government, including supporting more people to claim Attendance Allowance if they are entitled to do so. By doing this we aim to reduce the number of people who will need formal social care support, and for those people who do need support, we will no longer meet the cost of care services that are already being funded through other means. This will save the Council around £500,000 next year.
- We will develop new types of accommodation that help people stay independent, safe and well at a lower cost than traditional alternatives, such as residential and nursing care – we think this will be better for the people affected and will save almost £1.2m in 2014/15
- We will help more people to help themselves by offering professional support, physical therapies, and more innovative equipment and technology. This means that we can reduce the level of high cost care as people will be healthier and more independent for longer.
- We will encourage providers of innovative, more cost effective care and support services to increase the number of people they can support. This will help us reduce our reliance on more expensive providers. This will in some cases lead to us reducing the number of people supported directly by Council services if other providers can provide the same or better standards of care at a lower cost. At the same time we will review and reshape in house

Council services to make sure that they are as effective and efficient as possible. Some services that we currently provide will stop as part of these proposals, including the Night Care Visiting Service. In total these areas will save over £5.1m in 2014/15.

104. We plan to make changes we pay for some of the work we do to support people with housing, although this shouldn't have a visible impact for the majority of tenants, but will result in substantial savings for the Council. However, we are proposing to reduce some services or withdraw subsidy for others, including some aspects of sheltered housing – this may mean changes to warden services and increased charges for some services. It will also mean changes to some supported accommodation arrangements to ensure that we are providing cost effective help and support to people that need it. These changes will be partly offset by smaller investments in some services (such as the handyperson's service).
105. In addition we will make significant changes to our staffing structures across this area of work to make sure that they are as effective and efficient as possible. This includes reducing management costs by over £1.2m, reducing duplication between teams following the transfer in to the Council of Sheffield Homes in April 2013, and by reducing business support across this area.
106. Finally, we will continue to work with the NHS to integrate health and adult care services much more closely. This is work which will take some time, but will have significant benefits for service users by providing a much more joined up experience, and should lead to significant cost savings by finding new ways of keeping people out of hospitals and other high cost NHS services. We are also working closely with our local NHS organisations to develop plans for the Better Care Fund, which will begin operating in 2015/16.

Competitive City

107. Being a competitive city means growing the economy of Sheffield - helping existing and new businesses to grow, and to provide more and better jobs.
108. 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.

109. 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.
110. 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 will continue to transform the city over the next few years.
111. It also about working with and influencing key partners to improve transport links from Sheffield to other key cities such as London and Manchester, to increase our economic activity.
112. We currently spend about £13 million each year on this area of work. This is about 3% of our net revenue budget – this is in addition to any one-off project funding we receive for projects like the Moor Market.
113. We have already made substantial savings in this area: last year we took the difficult decisions to close Don Valley Stadium and re-open the nearby Woodbourn Road Stadium, in partnership with Sheffield Hallam University. We're also now generating more income from the use of city centre spaces by commercial organisations.
114. As part of this budget, we need to reduce our spending in this area by about £2 million, and by about £5 million over the next three years. Our challenge has two parts: we need to quickly reduce how much we spend and at the same time keep focussing on the ambitions we want to achieve for the city.
115. We will not stop making the city more competitive, but we will need to do so differently. In particular, we are going to have to pay for things in different ways and influence our partners to find new ways of funding activity.
116. In the past we have paid for services and activities ourselves as a council, we are now working with our partners in the private sector to support them to pay for activity themselves. For example, over the last two years we have reduced our direct funding for the Tramlines Urban Music Festival as it has become more established. The organisers of Tramlines have introduced new ways of funding the festival including charging for some events. We are proposing to

further reduce our funding, while continuing to support the organisation and management of the event itself. We will extend this approach to other events, including seeking replacement funding for part of the money we give to the World Snooker Championship. Across all of our major events this will save £105,000 in total.

117. We will reduce our subsidy for cultural and sporting organisations in the city, such as Sheffield Theatres, Sheffield Museums, and Sheffield International Venues over the next three years, including making a £214,000 saving in 2014/15. This may affect the programmes and activities that those organisations offer, but we are working with all of the trusts to minimise the impact on quality. We will also see the full year effect of savings decisions taken as part of last year's budget (such as the closure of Don Valley Stadium).
118. We are also looking to find new ways to pay for how we promote Sheffield – including through events such as the World Snooker Championship and Tour de France 2014 – because the amount of money that we can commit continues to reduce. We know that different people benefit when we promote Sheffield and put on events: visitors and the people of Sheffield, and there is a financial benefit for businesses in the city centre, including both retailers and hotels. We need to have a more commercial approach to events and how we market the city. We are therefore looking at whether this type of activity could be funded through other means such as 'Business Improvement Districts', where businesses make a contribution to activities that will attract visitors to the area to work, shop, eat and relax. This follows the successful vote for Sheffield's first Business Improvement District in 2013.

Great Place to Live

119. We 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.
120. 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.

121. 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.
122. 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.
123. We will spend around £130 million, around 27% of the Council's net revenue budget, this year on all these things.
124. Some of the changes we have already made in this area over the last few years include:
- replacing Community Assemblies with lower cost arrangements
 - moving to alternate weekly collections of people's waste and recycling.
125. Next year, we need to reduce our budget in this area by a further £7 million, and by about £16 million over the next three years. 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.
126. The amount of savings we need to find over the next three years in this area means that we need to change the way we do some things or do less.
127. We'll continue to collect and process the city's waste and recycling at the same time as looking at more efficient ways of doing this. For example, we want to make it easier for people to recycle. We will also look to reduce the cost of our contract for waste management by over £1m, but we will make sure that this has no impact on the frequency of bin collections.
128. We're working with the Passenger Transport Executive to look at what changes could be made to fares, routes and services across our public transport system. And we will review our Streets Ahead programme to renew and maintain roads, pavements and street lighting to identify further savings, whilst minimising any impact on the quality of what will be delivered. We aim to reduce our spending

across these two areas by almost £4m next year. We will also make changes to how we grit some roads during bad weather, saving a further £100,000.

129. Our library service is undergoing a major review and a consultation on the proposed changes has recently concluded. The views received will help shape a new structure for the library service that takes into account future needs, whilst still making a contribution of around £1m to our overall savings targets. This will include asking community groups to take over the running of some libraries, whilst still having a core network of council run and staffed hub libraries.
130. Some of the city's local green spaces and parks might also look different as we continue to switch from traditional, formal maintenance to more natural and lower cost land management that will support meadow, wildlife, wild flowers and more trees in some of our parks, saving almost £100,000 per year.
131. 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, although there will be no increase in parking charges.

Safe and Secure Communities

132. 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.
133. As a local authority, we spend a relatively small amount of money keeping Sheffield safe and secure, 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.
134. We will therefore be working with the Police and Crime Commissioner (PCC) on these proposals. We want to discuss how we can best spend our remaining budget on safety in the city, including how best to align this with South Yorkshire Police's budget. We are already working with the PCC and his staff to develop a more coordinated and intelligence-led approach, making sure that between ourselves and the Police, our money is being spent where it can have the biggest possible impact.

135. 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.
136. In addition to the above, we support specific groups of people - for example, we spend about £9 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.
137. We've already made changes in this area - including reducing staff numbers and reducing the amount we spend on funding other groups and organisations. We have also protected some services by working more closely with the Police and PCC.
138. Over the next three years, we need to reduce the amount we spend keeping Sheffield safe and secure by about £300,000. Not only do we need to reduce how much we spend; we need to do it quickly. 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.
139. We will integrate our Safer Neighbourhood Officer team and our Community Safety function so we can create a single street-based response team, which could lead to a more targeted and coordinated response at a local level and a better way of responding to issues. This will cost less than having two separate teams, saving the council £131,000 next year.
140. We plan to be much more targeted about how small grants are spent, based on what the street-level response and anti-social behaviour teams tell us. We will use part of our remaining budget to create a single fund to for supporting communities in crisis. This will be £75,000 less than we currently spend on grants to community groups in this area , which will have an impact on how many groups are supported and the value of grants made.

141. We will work with people and organisations about our proposals over the next few months and ensure this informs our next steps. We will also be having discussions with our partners and the private sector in the city to maximise their contribution to this area. Clearly the Police's budget is the largest area of spending alongside ours but other city partners benefit from Sheffield being and feeling safe and we will be looking at what contribution they can make.

Successful Children, Young People and Families

142. Outcomes for children in Sheffield are the best they have ever been however we know there is more to do to ensure all children and young people get a great education, are safe and healthy.

143. We spend about £80 million on services for children, young people and their families – about 16% of our net revenue budget - and just over £360 million is spent on education by schools, including Academies, in the city. In addition, about £10 million of the public health grant is spent in this outcome area.

144. Our ambition for Sheffield is that “every child, young person and family achieves their full potential by raising expectations and attainment and enabling enriching experiences”. To help us achieve this vision our £80 million is spent in three main areas:

- **Keeping children, young people and families safe, healthy and strong and giving every child a great start in life.** Children's social care will always be a priority for us and this is where we spend the majority of our £80 million. This includes residential care, our fostering and adoption services and support for those children and families who live in difficult circumstances and where there is a risk to children and young people's safety. We believe spending money on prevention is an effective and efficient use of our resources, so this includes money spent on helping families before crises hit.
- **Developing skills for life and work and encouraging active, informed and engaged young people into further education, employment or training.** Increasingly we are spending our limited resources in a targeted way, supporting young people and helping those who are most at risk of not being in education, employment or training (NEET) when they leave school. This is an area we are leading the way in nationally: we've agreed a deal with Government whereby we have control of the funding and are redesigning and improving the skills system. We're putting much more power in the hands of employers and local businesses, and with other local authorities, agreed to deliver 4,000 new apprenticeships and 2,000 upskilled employees by 2016

- **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 Council's role with schools is changing because all schools and particularly Academy schools are increasingly free to make their decisions about how they are run. Although we don't run schools, and haven't for many years, we do still have an important job ensuring our children and young people achieve their full potential. Our statutory responsibilities haven't changed.

145. We work in partnership with schools and other education providers on the key educational issues affecting the whole city such as school places or support for vulnerable learners. We challenge schools where their performance is not good enough and support them to improve. We provide a number of services to schools for their children and young people, and schools buy many of these services from us, for example school music service, transport for some children with Special Education Needs and some administrative support.
146. Within this area of spending, we've made a lot of changes to how we deliver and pay for services –increasingly working in partnership with others, including schools. We have found savings on management, premises and admin costs and increasing our traded income, whilst protecting, as far as we can, services to children and families.
147. For 2014/15 we need to find further cuts of about £10 million from our current spending on Successful Young People and Families and a further £4 million to address cost pressures. Our challenge is that we have to quickly reduce how much we spend, whilst focusing on the ambitions we want to achieve for the City and ensuring we keep a close eye on the impact of any changes we make, in particular the risks, especially on any particularly affected groups of people and the City in general.
148. Our approach to address this budget challenge will be to continue to:
149. Keep children and young people safe. We will invest in prevention and early intervention, making sure that we do as much as we can to support children and their families before a crisis hits. We have worked hard over recent years to make sure there are better options for children and young people than residential care – such as fostering and adoption placements with families and in community settings. This means we will need to purchase less residential

care in the future, which can be very expensive. We think that this will save around £400,000 in 2014/15.

150. We also think we can save around £350,000 in the costs of respite care and short breaks for children with disabilities, by using more local provision. And we will continue to look at our overall approach to transport for children and young people with Special Educational Needs, encouraging independence wherever possible, including reviewing the way in which we use escorts, whilst still keeping children safe.
151. Support young people into further education, employment or training. We will continue our approach of increasingly targeting resources to those who most need our help and where we can have the biggest impact. Focusing our spending on those young people most at risk of offending and anti social behaviour and ensuring young people are active citizens and have a voice and influence over their lives.
152. This is an area where we have prioritised investment and have developed innovative proposals to provide opportunities for young people and which match the training that young people receive with the needs of local employers.
153. As our funding reduces, we will be less able to provide funding for activities for young people. We will reduce the amount we spend on youth services (delivered either through the Council, Sheffield Futures, or voluntary and community organisations) by £2.4m next year by focusing our support primarily on young people who are in most need, and tapering most of our remaining universal or non-targeted provision, instead encouraging and supporting community organisations to provide this sort of activity.
154. We will continue to work in partnership with schools, through the City Wide Learning Body, to give responsibility to schools wherever possible. We will increase the scope of our arrangements with schools, exploring ways to look at increasing services traded with and delivered in partnership with schools. We will continue to ensure that funding for services for those most vulnerable children and young people is prioritised and make sure that any funding retained by the Council is spent on key services which support children and young people's education. For example, we will continue to provide statutory educational psychology services free of charge, but we will look to charge schools for the non-statutory elements of our service.
155. We will continue with our approach to reorganising and supporting early years services that we consulted on and began implementing last year. This includes

combining Early Years services with our Multi Agency Support Teams to provide a single wrap around approach for families in need of support. In total, we expect to save around a further £1.35m from these efficiencies in 2014/15.

156. Meanwhile, we will continue to be as efficient as possible across all our services. Within this overall approach, we have a number of specific savings proposals, and will be consulting with service users and other interested people and organisations on these and other proposals over the next few months. By restructuring management, business support and other back office functions across services that work with children and young people, we intend to save over £1.8m next year. We will also look to integrate a number of services to release further savings, including mainstreaming the Building Successful Families programme within Multi-Agency Support Teams, saving a total of £1.05m in 2014/15.
157. In the medium term, we are working to develop (with adult services and the NHS) an all age disabilities service from birth to old age, to support individuals to lead independent lives. We are also exploring what opportunities exist to bring together our children and adult safeguarding services. We are investigating whether there are other funding models that might be appropriate for paying for social care services and have been shortlisted for a substantial grant to work with partner organisations to give children the best possible start in life.

Tackling Poverty and Increasing Social Justice

158. Tackling poverty and increasing social justice is a priority for the Council: we know that too many people in Sheffield aren't sure where their next meal is coming from; where they are going to sleep each night; or how they are going to buy clothes for their children. We also know that there are large differences in income, health and education in different parts of the city – and this inequality is bad for everyone.
159. Tackling poverty and increasing social justice will never be achieved by one single budget. It underpins many areas of the Council's spending – for example, through our Council Housing Service to help people's housing needs; addressing the underachievement of particular groups at school; working to improve deprived areas of the city – and so it is hard to say exactly how much we spend in this area. We do spend about £5 million on specific activities to reduce poverty and disadvantage, in particular:

- Supporting people to get ready for work: because we know that being in work has the biggest single impact on reducing poverty.
 - Supporting voluntary and community sector organisations working with people experiencing hardship or addressing the worst effects of poverty.
160. Alongside this specific work, we have demonstrated leadership in how the city as a whole can tackle poverty and increase social justice. For example:
- we established, and coordinated the City's influential Fairness Commission;
 - we have introduced a Living Wage for all our staff and are persuading others to do the same;
 - we are working hard to make sure that our economy develops through supporting the advancement of the jobs and industries that are key to the development of our city's economy: we want to create a high skill, high wage economy , as well as more jobs
161. In April 2013, the Government replaced Council Tax Benefit with a local scheme of Council Tax support, with about £7 million less money available for us to support people receiving Council Tax benefit. We also know that when the present welfare reforms have come into full effect, there will be £173 million less per year in the local Sheffield economy.
162. Despite ongoing budget pressures, we are not proposing to change the current arrangements for our Council Tax support scheme – we know that this scheme helps poorer people in Sheffield and so we want to protect this. As a Council we developed a social fund to help mitigate the impact for those in the greatest need to provide support where people are unable to pay the council tax charges – we intend to retain this fund for 2014/15.
163. We have also prioritised investment in providing employment and training for young people. We are in the third year of the Council's flagship Sheffield Apprenticeship Programme and are proud that Sheffield has by far the highest proportion of young people in apprenticeships of the Core Cities. We have developed innovative proposals with Government which provide opportunities for young people and matches the training that young people receive with the needs of local employers.
164. Over the next three years, we need to save £1.5 million from the money we spend specifically to reduce poverty and increase social justice.

165. Our proposed approach to making these savings is to focus our funding for voluntary sector organisations on those areas where the VCF sector is best placed to deliver around Tackling Poverty and Increasing Social Justice.
166. For 2014/15, the Voluntary Sector Grants fund will prioritise activity that we know has a direct benefit and works. This will mean continuing to support the delivery of Citizen Advice Services by the newly established Sheffield Citizen Advice and Law Centre (SCALC), the provision of Lunch Clubs provided by older people for older people across the City, support for VCF infrastructure services and a discretionary budget to support activity by the VCF sector that helps the most vulnerable.
167. Because we need to save around £378,000 from the Grant Aid budget, we won't be funding any new projects this year, and we are likely to have to stop funding some activity which we currently fund and which doesn't address the needs of the most vulnerable people. We will seek people's comments and views about our approach for the Voluntary Sector Grants fund soon.
168. We are also prioritising protecting our activity to help people into work. This is because being in work has the biggest single impact on reducing poverty, and if we are successful, we will get greater funding for Sheffield people. Because we think we can attract significant sums of money from Government and other organisations by putting in a small amount of City Council funding, and because we know that getting people into work is good for the economy and for reducing poverty we are not proposing to reduce our budget in this area next year.
169. We will also continue working with other organisations in the city: challenging ourselves and others to implement the findings of the Fairness Commission; and helping people's and organisations' efforts to reduce poverty in ways that will have the biggest possible impact.

Corporate Services

170. We have a number of corporate services which support Sheffield residents in their day to day lives. These include the Council's Customer Service Centre for customer queries which costs us £2.8 million and our service for assessing and paying benefits and collecting council tax and business rates that costs us £7.7 million.
171. 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

172. 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. This costs around £3.1 million.

173. The cost of our 'infrastructure', which includes running costs for council buildings, transport services and information technology systems is £25.3 million, although this is only 1.8% of the Council's gross spending.

174. We have already made substantial savings in these areas – saving over £35 million in recent years. We have reduced our spending on computers and technology by 30%. We are also reducing the number of offices we occupy: consolidating 27 locations into three city centre sites, thereby avoiding expenditure of £34 million. By reducing staff in our corporate services, has meant that we have been able to protect frontline services.

175. Next year, we need to reduce our budget in this area further by over £3 million, and by about £7 million over the next three years.

176. Some services, such as Customer Services, work directly with customers, and those services where we have contact with the customer will have seen lower reductions than the other support services. We will be making improvements to our website and encouraging people to contact and do business with us – such as paying their Council Tax – through electronic channels. This is faster and more efficient for customers, and easier and cheaper for us.

177. Most of the savings in this area (£2.7m) this year will come through reducing the size of teams and through restructures. We will also look to save £60,000 by outsourcing the provision of occupational health services and a further £100,000 from externalising the City Wide Care Alarms service. We will also

make changes to our contract for facilities and premises management, which will save £500,000. Our proposal to withdraw from the Local Government Association will save £70,000 in 2014/15.

Financing the 2014/15 Budget Requirement

178. 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 2014/15. 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)

179. The Budget Requirement will be financed by a combination of Revenue Support Grant, Business Rate income, Top Up Grant and Council Tax income. Other specific grants including the Council Tax Freeze Grant must be used to reduce the Budget Requirement and are therefore netted off against this figure.

Council Tax

180. After taking account of the Revenue Support Grant, Business Rate income and Top Up Grant for 2014/15, the total amount to be raised from council tax amounts to £164.377m: this is the Council’s Council Tax Requirement.

Collection Fund

181. 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 £0.171m.

Council Tax Base

182. On 18 January, the Director of Finance, under delegated authority, approved the calculation of the Council Tax Base for the 2014/15 financial year. The amount of the Tax Base is 128,144.18 Band D equivalent properties.

Budget Requirement for 2014/15

183. If the Council keep the Council Tax at the current level the Council will qualify for Council Tax Freeze Grant of £1.9m. This will mean the Budget Requirement for 2013/14 will be £451.248m.

	2013/14 £'000	2014/15 £'000
Service Expenditure	479,072	453,216
LESS		
Council Tax Freeze Grant	(1,642)	(1,968)
Total Expenditure	477,430	451,248
Financed by:		
Revenue Support Grant	190,107	157,460
Business Rates	95,265	100,898
Top Up Grant	27,802	28,342
Council Tax	164,256	164,377
Collection Fund Surplus	-	171
Budget Requirement	477,430	451,248
	£	£
Band D Council Tax (City Council)	1,282.75	1,282.75

Council Tax levels

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

Band	Multiplier	Value (up to) in 1991	Chargeable Properties %	Tax £
A	6/9	£40,000	58.6	855.16
B	7/9	£52,000	15.9	997.69
C	8/9	£68,000	12.6	1,140.22
D	9/9	£88,000	6.4	1,282.75
E	11/9	£120,000	3.7	1,567.80
F	13/9	£160,000	1.7	1,852.85
G	15/9	£320,000	1.1	2,137.91
H	18/9	over £320,000	0.1	2,565.49
			100.0	

Precepts

South Yorkshire Police and Fire & Civil Defence Authorities

185. The budget proposals of the South Yorkshire Police & Crime Commissioner (PCC) and of South Yorkshire Fire & Rescue Authority are to be finalised in February. Details of the approved precepts will be submitted to Council on 7 March.

Parish and Town Councils

186. The overall level of Council Tax needs to include the precepts of Parish and Town Councils that lie within the City's boundaries. The indications from the Parish Councils are that the levels of precept will be as set out in the table below:

	Council Tax Income	Grant from Council	Total Precept on Collection Fund	Increase on 2013/14
	£	£	£	%
Bradfield Parish Council	210,853	17,369	228,222	1.80%
Ecclesfield Parish Council	131,735	17,432	149,167	2.70%
Stocksbridge Town Council	100,857	12,542	113,399	4.90%

187. 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. For 2014/15 there is not a specific grant although Government statements have suggested that funding is included in the Finance Settlement and Government has encouraged local authorities to pass this funding to Parish Councils.
188. The council tax base calculations have been revised for 2014/15 to reflect the actual level of CTSS claimants in parish council areas. This has meant that the “lost” council tax income as a result of CTSS is less than was the case in 2013/14. The Council may decide to not give compensation to Parish Councils in 2014/15 as the Council has not received a specific grant for this. However if the Council were to decide to continue to compensate Parish Councils in 2014/15, the level of compensation funding required would be less than in 2013/14 and could be at the levels shown in the above table.

Legal Advice

Responsibility of the Chief Financial Officer

189. 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.
190. 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.
191. 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.
192. 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, which is set out as required by legislation.

193. 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.
194. 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).
195. 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.
196. 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

197. 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 15 January 2014.

The Outlook for 2015/16

198. As part of the Settlement announcement for 2014/15, the Government have issued an Illustrative Finance Settlement for 2015/16. It was expected that this would present a more difficult picture for local government following the announcement of further funding reductions in the Autumn Statement.

199. For Sheffield the SUFA will reduce by approximately £42m compared to 2014/15. This is a reduction of 14.6% based on the Government's figures and is a bigger reduction than in 2014/15. Within the SFA figure is a bigger reduction in RSG of £45m or 29%.

	SETTLEMENT	ILLUSTRATIVE	Difference
	2014/15	2015/16	
	£000	£000	£000
Revenue Support Grant	157,460	112,088	-45,372
Baseline Business Rates Funding			
Local Share of Business Rates	100,593	103,370	2,777
Top Up Grant	28,342	29,124	782
Settlement Funding Assessment	286,395	244,582	-41,813

200. The Government has also issued Illustrative Spending Power figures for 2015/16 which provide an indication of the likely levels of specific grant for 2015/16. The details of these are set out below, updated for revisions to the position in 2014/15:

	Actual		
	2014/15	2015/16	Movement
Specific Grant allocations in 2015/16	£m	£m	£m
Compensation for business rates capping	1.066	1.066	0.000
Less Council Tax Support Funding for Parishes	-0.085	-0.085	0.000
Lead Local Flood Authorities	0.086	0.058	-0.028
Community Right To Challenge	0.009		-0.009
Community Right To Bid	0.008		-0.008
Local Welfare Provision Grant	2.472		-2.472
New Homes Bonus	5.954	7.313	1.359
New Homes Bonus: returned funding	0.443	1.127	0.684
Local Council Tax Support and Housing Administration Subsidy	3.868		-3.868
Council Tax Support New Burdens Funding	0.270		-0.270
Local Health Reform and Community Voices DH grant	0.489	0.489	0.000
Public Health Grant	30.748	30.748	0.000
Adult Social Care New Burdens	12.399	3.213	-9.186
NHS funding to support social care	9.683	0.000	-9.683
Pooled NHS and LA Better Care Fund		37.783	37.783
Estimated Specific Grants	67.410	81.712	14.302

201. Whilst the overall total amount of specific grants appears to increase in 2015/16 compared to 2014/15 the following should be noted:

- The figure for the Pooled NHS and LA Better Care Fund comprises almost half of the total specific grants. The Better Care Fund was announced in SR13 and involves funding nationally of about £3.8 billion. It is funding that will be in the NHS budget and will be allocated to Clinical Commissioning Groups (CCG's). This will not therefore be coming directly to local authorities and it will be necessary for the Council to agree a plan with the NHS for the use of these resources.
- The Local Welfare Provision Grant is being removed from April 2015. This currently amounts to £2.5m and funds the Council's welfare assistance scheme.
- There are no details of the amount of Administration Subsidy for Housing Benefit and Council Tax Support Scheme administration costs. The Government are carrying out an assessment of the required subsidy levels and the amount the Council may receive is therefore uncertain at this time.

202. The position for 2015/16 is therefore more difficult than that for 2014/15. To enable the Council to begin planning a revised Medium Term Financial Strategy

Officers will be formulating planning proposals based around Council priorities early in the 2014/15 financial year.

Treasury Management Strategy

203. As part of its budget decision the Council is required to approve a Treasury Management Strategy for 2014/15. Treasury Management relates to the management of the Council's investments, borrowings, and banking operations.
204. 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.
205. 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.
206. The Sheffield City Council Treasury Management Strategy for 2014/15, 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

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

Workforce Impact

208. There are a number of potential workforce impacts as a result of the recommended actions of this report.

209. The potential workforce impact arising from the recommended actions to set the 2014/15 Budget equates to a reduction of approximately 644 full time equivalent posts although the reduction once vacant posts are taken into account falls to 475 posts. The Budget Implementation Plans attached at Appendix 3 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 redesign services.
210. VER/VS activity and the outcomes of MER processes have been the subject of Equality Impact Assessments as described below and will continue to be monitored on an ongoing basis to ensure there is no disproportionate impact on any group within the workforce.
211. Consultation is taking place with the trades unions at a corporate and portfolio level to identify opportunities to mitigate redundancies.

Pay Policy

212. In accordance with the Localism Act the Council is required to publish a Pay Policy for 2014/15. This will be reported to Council on 7 March.

Members' Allowances

213. 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.
214. 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.
215. As regards the Scheme for 2014/15, 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. Accordingly, the members of the Panel have been informed of this fact and of the revisions to the Scheme made by the Council in May 2013 following consideration of the Panel's report, and they have affirmed the views expressed in their previous report and have indicated that in these circumstances they are content not to re-convene the Panel to review the Scheme for 2014/15.

216. The Council is therefore recommended to agree that the Members' Allowances Scheme for 2013/14 and onwards, approved on 15 May 2013, be also implemented for 2014/15.

217. 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 since 2010/11, including last year when Council employees received a 1% pay rise. The Council is recommended to determine whether to implement or forego an annual increase in 2014/15.

Equality Impact

218. 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

219. 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, this 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).

220. 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](#).

221. 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, financial exclusion, carers and cohesion.
222. 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 avoid any negative unintended consequences of the proposals developed. These could, for example, be disproportionate impacts on different geographic locations, different communities such as lone parents, younger or older people or BME communities as well as the cumulative effect of any decisions made.
223. All budget proposals have undergone an initial impact analysis to decide whether there was likely to be disproportionate negative impact on different groups of people. Where this was identified as disproportionate, having medium or high impact, full EIAs were carried out.
224. 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. We are being guided in these choices by our commitment to fairness and our priority areas.
225. A commitment to fairness and social justice is at the heart of the Council's values and in the past year we have supported the city's independently chaired [Fairness Commission](#). It was established to make a non-partisan strategic assessment of the nature, extent, causes and impact of inequalities in the City and to make recommendations for tackling them. The Commission report contained a set of Fairness Principles and these have influenced our priorities.
226. This year the savings we are required to make are on top of £180 million of savings already made over the past 3 years and this means we are less able to protect frontline services than before. This is particularly relevant in the outcome areas of Better Health and Wellbeing where Adult Social Care has been

substantially protected in the last few years having to make fewer savings than other areas.

227. 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, not necessarily about meeting new demands.

228. Also national policies such as welfare reform are adding to the financial pressures facing some communities and are widening existing inequalities. Overall we estimate that over £173m has been taken from the local economy as a result of these welfare reform changes. This equates to £471 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 and women.

229. Our approach to addressing poverty and social justice primarily falls under the remit of the Tackling Poverty and Increasing Social Justice (TPSJ) Outcome Board. However, it is important that whilst TPSJ is the outcome with primary responsibility for this agenda, all of the Council's Outcome Boards actively consider and take steps to promote fairness and equality in line with the Equality and Fairness Objectives 2014-18. In terms of setting our budget two areas are fundamental and we believe that the proposals contained in the budget are in line with these our Objectives.

- To be a leader and a guarantor of equality and fairness for the city
 - Ensure that appropriate resources are allocated in line with the Fairness Principles
- To ensure our budget, policies and processes are implemented fairly
 - Ensure that equality and fairness issues are considered as an integral part of our decision making process through the use of Equality Impact Assessments

Consultation

230. As part of the development of options for the 2014/15 budget, officers have undertaken 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. All the results of consultation activity will be taken into account when making individual decisions on the proposals. 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.

231. These considerations 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

232. Our response to this funding challenge has been firstly to find more efficient ways of delivering our services. However, the size of the financial challenge means that efficiency savings alone will not enable us to balance our budgets and so we will be reducing the Council's investment in services next year and in future years. We have provided an outline of our key proposals below under the headings of our Corporate Plan – '[Standing up for Sheffield](#)'.
233. Many of these reductions or changes in provision will occur during the next 2 years and we will be 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?

234. 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.
235. The [2011 Census](#) [Sheffield Facts and Figures](#) and [State of Sheffield](#) shows:
- 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%.

- 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, 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.
- 31% of people live in a one person household whilst 36% of households include children.
- 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.
- While the pay gap between men and women has been reducing, in general men are paid more than women. Women working full-time are paid on average 15.5% less an hour than men for doing work of equivalent value. Women pensioners therefore tend to be poorer than male pensioners.
- 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
- The Council has 33,000 working age taxpayers who receive council tax support and although fluctuating in December 2013 there were 4120 Council tenants affected by under occupancy.

Equalities Impact Overview

236. 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 as far as possible, however we have to make some really tough choices. We are being guided in these choices by our priorities to undertake changes fairly and to protect services for those who most need our help and support.

237. Our approach to the budget is summarised in **6 Outcome Areas** which correspond the [Corporate Plan](#).
238. Each outcome area has been asked to make 15% savings but in line with the principles of fairness. Each outcome area has also developed a longer term plan for 2015 – 17. There are a number of key themes that run through the budget proposals in most Outcome Areas.
- Restructuring and integrating services and teams to increase efficiency and effectiveness
 - Increased 'Managing Employee Reductions' processes to reduce the number of staff employed in certain areas
 - Targeting of resources to those most vulnerable, in need and at risk
 - Helping people to be independent, safe and well and to make their own choices
 - Intervening early and doing more preventative work
 - Working with other agencies to help coordinate help and support for vulnerable people
 - Better value for money in the services we commission or purchase
 - Increasing charges as a way to maintain service levels
 - Increasing traded services in non-core areas (such as with schools)
 - Reductions in funding to the VC sector in line with reductions to the rest of the Council's budget
 - Shifting the focus of public health spend to addressing the root causes of ill health
 - Continuing to monitor the impact of changes over the coming year.
239. Overall, the proposals have the potential to impact negatively in some 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

240. 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, women and some BME communities).

Headline features of the combined Impact Assessment show:

241. Groups most likely to be impacted negatively by individual proposals and cumulatively are disabled people, young and older people, women and people on a low income

242. Services will be looking to increase charges as a way to maintain service levels. We implemented a fair charging policy two years ago and we will, where possible, mitigate any increases with fee concessions where relevant for people on low incomes. However, the increases will impact on people experiencing financial exclusion.

243. Many services are continuing to comprehensively restructure services and teams and as a result staffing levels across the council have reduced. Last year the majority of changes were managed through voluntary severance schemes. In 2014/15 we will be reducing the workforce by approximately 600 further posts. Monitoring from the past year indicates that there has been no disproportionate impact on those who share protected characteristics. See workforce implications section below.

244. Over the past year we have continued to invest in the Voluntary and Community Sector although this has been at reduced levels across outcome areas. Grant Aid will overall reduce by a further 15% this year (in line with the overall Council reductions), however the support we give is more targeted at supporting the most vulnerable. We have also worked with organisations to come together to save costs, for example with the development of the new Sheffield Advice and Law Centre which brought a number of existing organisations together to deliver a more streamlined service. We are also streamlining services in areas of housing related support proposing to reduce the number of providers we contract with to deliver services with single points of access. In the next year we will review all Grant Aid spend across the Council.

245. When considering the impact on the VCS the importance of 'social value' is recognised by the 'Best Value' guidance¹, which was published by the Government in September 2011. This states that authorities have a duty² to consider the impact of budget reductions on VCF or other organisations that have a 'social value'. The Public Services (Social Value) Act³ 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.
246. We will, 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 in the services we purchase; and pursue innovative approaches in service commissioning and design. This relates to both internal and external services. We are proposing some large restructures of Council services and are considering externalising services where appropriate (such as the contract to respond to City Wide Care Alarms and with some care and support services).
247. 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. Also as we restructure services both internally and with external providers there should be clearer and more efficient ways to contact services.

Outcome Area Impact Assessments

248. Each Outcome Area has undertaken initial impact analysis on all proposals and where the risk of disproportionate impact has been identified an in depth impact

¹ <https://www.gov.uk/government/publications/best-value-statutory-guidance--4>

² 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>

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

assessment has then been undertaken, informed by service specific consultation where appropriate.

249. In **Great Place to Live**, we spend is around £130 million or 27% of the council net revenue budget. Over the next 3 years this area will face reductions of £16 million including £7 million this year. For this area there have been 21 initial EIAs with 6 having a medium or high equality impact. The majority of in depth EIAs were for budget proposals affecting culture and environment. Key impacts identified related to socio economic issues, impacts on partners and the Council workforce. There were relatively few impacts that specifically related to age, disability, maternity/ pregnancy, race, religion/belief, sex, sexuality and transgender. Some areas with potential for differential impact include:

- *Review of library service* – the library service is undergoing a major review and a consultation on the proposed changes has recently concluded. The views received have helped shape a new structure for the library service that takes into account future needs and is affordable. An EIA has been carried out on the impact of retaining 11 hub libraries and providing limited funding for up to 5 community-led libraries. Further equality impacts may subsequently be addressed by the determination of the location of the 5 community-led libraries.
- In terms of tackling poverty, the Index of Multiple Deprivation has been included as a demographic indicator in determining need/priorities for hub and community-led libraries. There are 29 neighbourhoods in the city that are within the most 20% deprived within England, in total accounting for 28% of the city's population. The location of library services is acute for this group of people, as the cost of travelling to another library could be a barrier to accessing the service. The availability of free books and internet access is of greater importance when income levels are low. In considering how a comprehensive geographical spread of libraries might be achieved, consideration has included the accessibility by frequent public transport routes.
- *Discretionary work in pest control*- The proposal is to retain subsidised pest control services for people on benefits. In addition, kennel charges, where a high percentage of customers are on low incomes, will remain the same.
- *Bereavement services* -In 14/15, the proposal is to increase cremation and burial fees. Whilst this brings burial and cremation charges in line with neighbouring authorities, e.g. Rotherham and the commercial operator at

Grenoside, such increases potentially have a disproportionate impact on people with low incomes.

- *Allotments* - In 14/15, the proposal is to increase allotment rental fees by 60% (fixed for 2 years until April 2017). To mitigate the impact of this on people with low incomes (those currently in receipt of financial support), a 75% concession will be introduced from 1 April 2014.
- *Increase income by charging* for design services, advertising space and by ensuring full cost recovery in services we provide to others.
- *Winter maintenance* reductions and some road safety work however all of which we indicate we can do, whilst maintaining safety.
- Several EIAs relate to team *restructuring and staff reductions* in a number of areas such as parks, highways and support functions. All changes which result in staffing reductions are subject to managing employee reductions processes
- The priorities/activities in A Great Place to Live probably make the greatest contribution to our priority for Tackling Poverty and Increasing Social Justice, including helping people into work, particularly 16-24 year olds, those who are most vulnerable/furthest from the labour market.
- In addition, ensuring that there is more quality, affordable housing in the city is a significant area of activity that could have an impact on tackling poverty and increasing social justice overall.

250. In **Competitive City** we currently spend £13 million and this area accounts for 3% of our net budget. We are seeking to make £2 million in savings in this area and 5million over 3 years. There were 17 initial EIAs completed however with only one having a medium/ high equality impact.

251. *Reducing the subsidies* we are providing to culture and environment, for example to Sheffield International Venues, Sheffield Theatres Trust, Museums Sheffield, city centre management and to events. This may result in increased charging/ ticket prices for cultural and sporting events. This will be an additional barrier for people on low incomes to access events however we are working with the organisations concerned to mitigate direct impact wherever possible. (this also impacts on the Great Place To Live area)

252. We are also looking to generate more income from commercial organisations and working closely with key partners and we will continue to invest in one off projects

253. In **Tackling Poverty and Increasing Social Justice** we spend approximately £5 million. This spend in is underpinned by many other areas of Council work and crosses other outcome areas. This area includes the money we spend to support the Voluntary and Community Sector and supporting people to get back into work. Over the next year we will need to save £1.5m from this area. Full EIAs undertaken in this area were for those related to VCS Grants and the Local Assistance Scheme.

- *VCS Grant Aid* - we will continue to invest £1,994,950 which represents a 15% saving on last year, in line with other savings across the council. This budget includes the lunch clubs small grants for older people. The grants focus on promoting social inclusion by encourage opportunities for people to contribute to their communities by volunteering and they contribute to tackling poverty and financial exclusion. Some negative equality impacts have been identified resulting from the reductions in overall grant aid funding available, and the fact that some projects that the Council previously supported will no longer receive funding in future.
- *Local Assistance Scheme* – we will continue to provide this crisis support scheme but we will be reviewing welfare support across the Council. This should have no impact on the most vulnerable people, who by definition are the main customers of this area of work.
- When the government replaced Council Tax Benefit with a Local Scheme of Council Tax Support it gave us £7 million less to do so. We are proposing to continue to keep the same support scheme and to retain the social fund support as last year. This means that there will be no additional impact beyond that identified with the introduction of the scheme last year.
- In the past year we have continued to prioritise support the development of the new Sheffield Citizens' Advice and Law Centre and will continue to do so because of its work with people at risk of debt, financial exclusion and other issues linked to poverty.

254. The **Successful Young People and Families** Area accounts for £80 million of spending or 16% of our budget and another £360 Million is spent by schools on education and another £10 million on public health initiatives. There have been 46 initial EIAs. Assessments have highlighted a significant number of areas

where there is a potential risk of medium/ high differential impact. These include the following proposals.

- *Reshaping Youth Services*- this is a continuation of changes underway to restructure services to increase efficiencies which include reducing our contract with Sheffield Futures. We are negotiating with Sheffield Futures to ensure there will be limited impact on young people. Whilst our remaining universal provision would be removed, we will support community organisations to help provide this.
- *Changes to educational psychology, parental engagement team, pupil referral unit and advice and conciliation services*, will include trading more of our services to schools who are increasingly independent from us, this includes financial independence. We will still continue to provide statutory provision in these areas.
- *Changes to SEN transport and changes to Integrated Learning Disability Services* to help encourage independence of young people and help reduce reliance on more expensive out of city provision.
- *Changes to public health contracts* such as Integrated Sexual Health Service and Community health Champions. This will reduce funding but we are working to reduce direct impact on service users.

255. Also a significant number of proposals focus on the internal restructuring of teams which means reduced staffing levels.

256. The year on year reductions and the transfer of funding to schools has had a considerable impact. As a consequence of the scale of the reductions, we have been unable to continue with some specific programmes we would have liked to invest in. We are also looking at accessing devolved resources, including pupil premium and through trading our services to schools to fund additional activity.

257. In having to make some very difficult decisions on how to reduce our spending we have put in mitigations including:

- Savings in management, administration and premises costs and restructuring our services and teams to ensure services are as effective and efficient as possible including mainstreaming the Building Successful Families programme into Multi Agency Support Team.

- Targeting funding to the most vulnerable and at risk, and to early intervention and prevention, with support services that are flexible, accessible and of high quality.
- Focussing our reduced budgets on the services that will make the biggest difference to children and young people in Sheffield.
- Developing services to help those who are at the greatest risk of not being in education, training or employment. We have agreed a deal with central government to have greater control of funding, for these areas and we are working with local employers and businesses
- Working in partnership with schools through the City Wide Learning Body as we continue to try to ensure that services for the most vulnerable are prioritised.

258. The **Better Health and Wellbeing area** accounts for 30% of our spending or £150 million and is second only to the schools spend on education. It represents the single largest controllable area of our budget. We purchase over 1 million hours of care a year and spend £1.5million per week on accommodation for people who are not able to live independently. Full Equality Impact Assessments have been completed for most proposals in this area as many of the services in this outcome such as Adult Social Care, are by definition, providing services to vulnerable, disabled and older people.

259. Without mitigation there is the likelihood that some savings in this area could have a cumulative impact upon those protected groups shown above. However some of the proposals involve more cost effective solutions to individuals, earlier intervention leading to prevention, retendering contracts or service internal restructuring that will have fewer equality impacts.

260. We are committed to ensuring people can stay healthy, stay out of hospital, and live independently for as long as possible and we are guided in our priorities for achieving this by our [Health and Wellbeing Strategy](#).

261. The proposals include:

- *Reducing the demand for social care* through improved information and advice, increasing the take up of benefits by people at risk of needing social care, working more closely with GPs and strengthening our support for carers.

- *Consolidating purchasing for high volume mental health services and renegotiation of fees for high cost mental health services.*
- *Retender of Home Care services.*
- Reducing our reliance on expensive internal care and support services, including reviewing in house services such as Complex Needs, Community Support Services, City Wide Care Alarms and assistive technology provision. We will reduce capacity of these services to match demand and ensure value for money.
- *Continuation of the adult social care recovery programme* which includes ensuring consistent assessment processes and only funding services that clearly meet unmet eligible social care needs as cost effectively as possible. We are also working to ensure that where eligible, people get the financial and health care support they are entitled to.
- *Developing new types of accommodation* to help people stay independent so reducing residential and nursing costs

262. There has also been a large focus on *internal restructuring* and a reduction in management and staffing in areas like commissioning, housing solutions, business strategy and social care accounts.

263. Key mitigations to limit the risk of disproportionate impact include:

- Making savings in restructuring and by being innovative in approach whilst protecting the most vulnerable people who need our help and support
- Working with individuals, carers and families to find the most cost effective ways to meet their eligible needs
- Focusing on helping people regain as much of their independence as possible
- Reshaping services and re tendering to ensure value for money including developing new types of accommodation that help people stay independent, safe and well at a lower cost
- Reducing our reliance on more expensive providers
- Helping more people to help themselves by offering professional support, physical therapies, and more innovative equipment and technology

- We will encourage providers of innovative, more cost effective care and support services to increase the amount of people they can support
 - Reducing costs in direct payments by purchasing services that people want in bulk
 - Helping more people get the financial support they are entitled to from Government. We will not meet the cost of care and support services that are already funded elsewhere
264. **Safe and Secure Communities** - Our spending in this area is £1 million and just 1% of our budget. We are working closely with South Yorkshire Police and the Police and Crime Commissioner developing our proposals in this area. In addition other spending in different outcome areas for example in Better Health and Wellbeing where we invest in domestic abuse and drug and alcohol services will impact on this Outcome Area. There include only 3 full EIAs in this area and two relate to staff restructuring
265. Proposing to reduce the discretionary grants we give out in this area which could impact on cohesion however grants from a range of other partners such as South Yorkshire Fire and Rescue and the new Police and Crime Commissioner are have been introduced in the past year.
266. Integrating our safer neighbourhood team and community safety functions to create a targeted local response. We are also restructuring and reviewing management functions in these areas and this will have a staff impact.
267. In **Corporate Services** areas which cross **all outcome areas** we spend £25million or 1.8% of the gross spend. £7.7 million is spent on collecting Council tax and business rates and we have reduced spending in this area by £35 million in the last few years. By doing this we have protected front line services. Most initial impacts assessments were 'equality neutral' or low i.e. the proposals will not be expected to have a disproportionate impact other than those relating to workforce.
268. *Re -structuring* is taking place in Finance, Customer Services and Human Resources which are being monitored corporately. Staff restructuring is subject to Managing Employee Reductions processes and in the past 2 years of monitoring there has only been a positive impact on workforce diversity.

Cumulative impact

269. Groups highlighted as impacted across EIAs and all Outcome Areas 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, young people and some BME groups tend to have a lower income may be cumulatively impacted.
270. Older people, disabled people and women will be the most impacted by the changes in Adult Social Care. Young people and parents will be impacted by changes in 'young peoples' 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 will also potentially have a subsequent impact to a carer or a parent.
271. Where charges increase, whether for leisure, cultural or other services, this has the potential to increase barriers to participation to people on a low income, therefore affecting the groups noted above.
272. 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.
273. 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 a further 600 posts in 2014/15, a significant number of workforce EIAs have been done and a Council wide Managing Employee Reductions (MER) EIA has been completed
274. It is difficult to quantify the cumulative level of impact although mitigations have been highlighted in all EIAs as external factors such as welfare reform are also impacting negatively on some of the same groups for example, disabled people, carers, young people and women.
275. We will as a Council not invest or provide in as many areas as we did before the reductions started 3 years ago. Services are targeting the most in need and at risk but that does mean that there is reduced universal provision. We are still providing statutory services and we are focusing on the most vulnerable with the resource we have to invest.

Managing Impact: Mitigation

276. Our overall approach is to protect services for those most vulnerable and at risk where possible 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.

277. The year reductions and the scale of the savings required mean there will be impacts upon vulnerable and 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 these areas some mitigating actions have been identified and will be implemented as part of EIA action plans. For example

- Working with external providers to achieve savings in our large contracts and to achieve this as much as possible through reductions in line with our fairness principles.
- Working with partners to encourage private sector to support activities and events and 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 where possible with successful schemes from last year that impacted positively such as the apprenticeship schemes, employability programmes, grant aid support. For example we will deliver the City Deal programme designed to deliver 4,000 new apprenticeship places and 2000 up skilled employees. Supporting the integration of the city wide Citizen Advice and Law Centre support through Grant Aid.
- Investing in prevention and delivering targeted support for those most vulnerable or at risk such as in our Building Successful Families Scheme.
- Continuing to encourage people to be independent, safe and well in both children and adult 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 value for money.
- Restructuring management and services to increase efficiencies and create simpler routes of public access. For example Multi Agency Support Teams

and Early years Teams, integration of Youth Justice Team and Safer Neighbourhood and Community Safety teams.

- Continuing to invest £30 million in Public Health to help reduce health inequalities.

278. 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 Impact Overview

279. In all **Outcome areas** many of the budget proposals involve staff efficiency savings, service restructuring and a reduction in management costs by deleting vacancies, managing employee reductions through voluntary early retirement and severance and compulsory redundancy in some areas.

280. 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.

281. 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:

282. 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

283. Under-representation of disabled, BME and lesbian, gay, bisexual and trans (LGBT) in the workforce and especially for women, disabled and BME staff at Chief Officer level

284. Given the amount of internal restructuring as a result of the budget proposals, other drivers and possible staff reductions of a further 600 posts in 2014/15, a significant number of workforce EIAs within Outcome areas have been done and a Council wide Managing Employee Reductions (MER) EIA has been completed.

285. 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.
286. 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.
287. 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 pay and reward proposals.

Recommendations

288. Members are recommended:
- a) To approve a net Revenue Budget for 2014/15 amounting to £451.248m;
 - b) To approve a Band D equivalent Council Tax of £1282.75 for City Council services, i.e. at the same level as 2013/14;
 - 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 2014/15, in accordance with sections 32 to 36 of the Local Government Finance Act 1992;
 - e) 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.

- f) To approve the proposed amount of compensation to Parish Councils for the loss of council tax income in 2014/15 at the levels shown in the table below paragraph 186;
- g) To approve the proposed changes to empty property discounts in respect of council tax;
- h) To note the latest 2013/14 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 by the Council on 15 May 2013, be also implemented for 2014/15, and to determine whether to implement or forego an annual increase in 2014/15;
- m) To approve a Pay Policy for 2014/15 as set out in **Appendix 8**.

John Mothersole
Chief Executive

Laraine Manley
Executive Director, Resources

COST AND DEMAND PRESSURES FOR 2014/15

	£000
<u>Children Young People & Families</u>	
• Loss of funding transferred to academies	900
• Cost of 1% pay award	658
• Increase in demand for children's social care services	615
• Inflationary pressures on placement costs, fostering allowances and adoption interagency fees	540
• Reduction in external funding	460
• Increased demand on school travel passes and SEN transport	450
• Unfunded legal costs associated with academy conversions	200
• Additional ICT costs	160
Total CYPF	3,983
<u>Communities</u>	
• Unplanned costs in 2014/15 resulting from a change to hospital discharge processes in 2013, reductions in the number of people receiving 'continuing health care' funding, and budget savings not being fully delivered	19,390
• Increase in demand for adult social care service due to demographic changes	1,802
• Cost of 1% pay award	485
• Reduction in funding from the capital programme	484
Total Communities	22,161
<u>Place</u>	
• Contractual inflation on waste management service	840
• Reduction in external funding	756
• Reduction in income for Planning and Parking services	400
• Cost of 1% pay award	353
• Impact of legislative changes	310
• Inflationary pressures (energy)	140
Total Place	2,799
<u>Policy Performance & Communications</u>	
• Cost of 1% pay award	26
Total PPC	26

<u>Resources</u>	
• Additional ICT costs for Customer First	438
• Cost of 1% pay award	297
• Loss of time-limited funding	261
• 2013/14 budget savings not fully delivered	250
• Reduction in income on traded services	235
Total Resources	1,481
OVERALL TOTAL PRESSURES	30,450

Children Young People and Families

	Page	<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>
<u>BUSINESS STRATEGY</u>				
Capacity Planning and Development	79	2,873	2,873	0
Organisational Development	80	3,689	461	3,228
Strategic Support Services	81	253,755	262,682	-8,927
Information Systems	83	4,802	5,017	-215
Contract Services	85	16,385	14,529	1,856
Resources Support Services	87	24,923	24,487	436
Children's Commissioning	90	2,884	2,395	489
Children's Public Health	91	15,039	15,039	0
		<u>324,350</u>	<u>327,483</u>	<u>-3,133</u>
<u>CHILDREN & FAMILIES</u>				
Prevention and Early Intervention	93	9,803	7,069	2,734
Fieldwork Services	96	17,105	874	16,231
Health Strategy	101	3,951	1,075	2,876
Learning Difficulties and Disabilities	103	1,623	130	1,493
Policy and Service Improvement	104	317	42	275
Provider Services	106	22,764	4,907	17,857
Safeguarding Children	111	2,637	1,321	1,316
Placements	113	14,702	2,061	12,641
Early Years	116	6,263	1,293	4,970
		<u>79,165</u>	<u>18,772</u>	<u>60,393</u>
<u>INCLUSION & LEARNING SERVICES</u>				
Access & Pupil Services	118	6,215	5,263	952
Learning & Achievement Services	121	2,047	906	1,141
Inclusion & Targeted Services	123	13,716	12,030	1,686
		<u>21,978</u>	<u>18,199</u>	<u>3,779</u>
<u>LIFELONG LEARNING SKILLS & COMMUNITIES</u>				
Employment and Skills	125	6,310	3,817	2,493
Family and Community Learning	127	9,452	9,377	75
Performance & Partnerships	130	1,189	634	555
14-19 Partnership	131	2,809	2,763	46
Strategic Support	132	1,592	724	868
Youth	134	6,816	1,280	5,536
		<u>28,168</u>	<u>18,595</u>	<u>9,573</u>
		453,661	383,049	70,612

Directorate	CYPD
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.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,873	(2,873)	-	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
-		2,873	2,873	(2,873)	-

Section 2: Pressures (Form Es) - None Identified

Directorate	CYPD
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	3,689	(461)	3,228		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
-	-	188	188	(188)	-

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
-	3,301	201	3,502	(274)	3,228

Section 2: Pressures (Form Es) - None Identified

Directorate	CYPD
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 and support for schools educational initiatives.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	253,755	(262,682)	(8,927)		2.00
Total Savings Made			(200)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	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
-	-	2,747	2,747	(2,747)	-

Line	A2				
Activity	MANAGEMENT REVIEWS				
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
-	-	2,103	2,103	(5,165)	(3,062)

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, 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
2	114	248,791	248,905	(254,770)	(5,865)

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

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Demand				
Description	Legal charges for academy conversions				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	200	200	-	200

Line	E2				
Activity	Loss of Funding				
Description	Education Services Grant (ESG) funding reduction due to Academy conversions				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	900	900

Section 3: Summary of Savings

Line	B1				
Activity	Academy Legal Costs				
Description	Continue charging schools for legal fees				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(200)	(200)

Directorate	CYPD
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).
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,802	(5,017)	(215)		28.25
Total Savings Made			(217)		1.00

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
-	-	2,744	2,744	(3,036)	(291)

Line	A2				
Activity	MANAGEMENT INFORMATION				
Description	The service includes Schools' Management Information Systems; Development Team; Information System Team (Social Care); and Improving Information Sharing and Management (ISaM).				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28	945	1,112	2,057	(1,981)	76

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding				
Description	Pressure on ICT costs				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	160	160

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

Section 3: Summary of Savings

Line B1					
Activity Yorkshire and Humber Grid for Learning					
Description Move to alternative business model from block to spot contracts.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(20)	(20)	-	(20)

Line B2					
Activity Information Systems					
Description Revised staffing structure to meet service demands.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(37)	-	(37)	-	(37)

Line B3					
Activity ICT Costs					
Description Reduction in use of ICT.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(160)	(160)	-	(160)

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

Description of core purpose of Planning Entity	Contract Services provides the Schools Food Service (SFS) together with Emergency Planning, Business Continuity and Independent Travel Training.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	16,385	(14,529)	1,856		18.91
Total Savings Made			(325)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CONTRACT SERVICES				
Description	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, while the Independent Travel Training 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.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
19	618	15,767	16,385	(14,529)	1,856

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Demand				
Description	Special Educational Needs (SEN) Transport - Increased demand for travel				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	200	200	-	200

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

Section 3: Summary of Savings

Line		B1			
Activity		School Food Service			
Description		Increased income from traded services to schools for catering service.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(25)	(25)

Line		B2			
Activity		SEN Transport			
Description		Continue progress of independent travel where appropriate, including review of escorts and use of discretionary travel			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(200)	(200)	-	(200)

Line		B3			
Activity		SEN Transport			
Description		Continued increase in availability of appropriate independent travel.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(100)	(100)	-	(100)

Directorate	CYPD
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.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	24,923	(24,487)	436		26.38
Total Savings Made			(544)		10.00

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
26	1,560	21,698	23,257	(23,690)	(433)

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
-	1,665	1	1,666	(797)	869

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award 1%				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	43	-	43	-	43

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

Section 3: Summary of Savings

Line		B1			
Activity		Services to Schools			
Description		Marketing of traded services to schools - using existing electronic media and communication channels			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(30)	(30)	-	(30)

Line		B2			
Activity		Business Strategy Resources			
Description		Implementation of Business Strategy and business support review and restructure			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(59)	(50)	(109)	(119)	(228)

Line		B3			
Activity		Advice & Conciliation Service			
Description		This service will be part of the traded offer to schools and the saving will be made through additional income from schools from April 2014			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(75)	(75)

Line		B4			
Activity		Free Early Learning			
Description		Recovery of administration costs for providing early learning			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(65)	(65)

Line		B5			
Activity		Children's Commissioning Unit			
Description		Review and redesign of Children's Commissioning Senior Management arrangements			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(100)	(100)	-	(100)

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

Line	B6				
Activity	Pay Award 1%				
Description	Funded through savings in running costs across the Portfolio				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	(46)	-	(46)	-	(46)

Line	B7				
Activity	Re-alignment of Business Strategy				
Description	Further savings in Business Strategy (bringing the total savings to £453k and 10FTE). This activity is funded by DSG and so the proposed savings will require reprioritisation in other cash limit funded activity in order to release cash limit savings.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
5	(225)	-	(225)	225	-

Directorate	CYPD
Service	BUSINESS STRATEGY - CYPF
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.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,884	(2,395)	489	0.00
Total Savings Made			(34)	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
-	2,046	839	2,884	(2,395)	489

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1				
Activity	Parental Engagement				
Description	Generating income from parental engagement service offer to schools				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(34)	(34)

Directorate	CYPD
Service	BUSINESS STRATEGY - CYPF
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	15,039	(15,039)	-		8.00
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
-		395	395	(395)	-

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
-		244	244	(244)	-

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
-		119	119	(119)	-

Line	A4				
Activity	PUBLIC HEALTH INFRASTRUCURE				
Description	CYPF Public Health Team who deliver public health planning and commissioning activity.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	405	70	475	(475)	-

Directorate	CYPD
Service	BUSINESS STRATEGY - CYPF
Planning Entity	CHILDREN'S PUBLIC HEALTH (Division)

Line	A5				
Activity	SCH - SCHOOL NURSING				
Description	School nurses provide a variety of services such as providing health and sex education within schools, carrying out developmental screening, undertaking health interviews and administering immunisation programmes.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		1,855	1,855	(1,855)	-

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
-		11,951	11,951	(11,951)	-

Section 2: Pressures (Form Es) - None Identified

Directorate	CYPD
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	9,803	(7,069)	2,734		245.58
Total Savings Made			(2,050)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	DEVELOPMENT AND QUALITY ASSURA					
Description	The budget funds staff within the Prevention and Intervention team. Provides strategic development quality assurance and the delivery of strategic parenting managing and developing commissioned contracts.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	13	289	266	555	(452)	102

Line	A2					
Activity	MULTI AGENCY SUPPORT TEAM					
Description	The delivery of whole family support services within a locality, supporting families to achieve their full potential, providing a local access point for families, schools and other service providers in Sheffield. Timely response to requests for support and work in partnership to ensure families receive an effective package of support to prevent families needing to progress to more intensive, statutory services for example Social Care or Children and Adolescent Mental Health Services (CAMHS). Multi Agency Support Teams (MAST) also work jointly with families and those leaving intensive services to ensure families can be supported effectively to reduce the risk of children coming back into the care system.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	194	5,127	474	5,600	(5,601)	(0)

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

Line	A3					
Activity	STRATEGY & PROJECTS					
Description	Multi Agency Support Teams (MAST) services work to eradicate social exclusion, improving health and well being, addressing anti social behaviour; for those children and young people at risk. Services have been designed to engage children and their families before problems become entrenched and spiral, causing costly long term damage. In 2012/13 this budget area included funding for 2 year old Free Early Learning expenditure. Delivering Family Support Services through the Successful Families initiative engaging 1,680 families by 2015					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	38	1,385	2,263	3,648	(1,016)	2,632

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	1% Pay Award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	66	-	66	-	66

Section 3: Summary of Savings

Line	B1					
Activity	Prevention and Assessment Team					
Description	Prevention and Assessment Team - Developing a Family Support Model. Fund Prevention and Assessment Team from Successful Families in 14/15 and 15/16 as part of service redesign.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	-	(500)	(500)

Line	B2					
Activity	Public Health Investment in Early Intervention					
Description	Increase focus on Public Health outcomes through the existing early intervention services					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	-	(1,000)	(1,000)

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

Line	B3					
Activity	Mainstream Building Successful Families Programme					
Description	Integration of Building Successful Families within MAST structure (bringing total savings to £1.05m in 14/15)					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	-	(550)	(550)

Directorate	CYPD
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	17,105	(874)	16,230	338.88
Total Savings Made			(1,010)	22.00

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
-	-	230	230	(74)	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
78	2,966	291	3,257	(67)	3,189

Directorate	CYPD
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 & counseling around substance abuse. Cost of proceedings including court fees and third party experts. Contact Contracts is demand led as courts impose contact requirement on service for children in care.</p> <p>Multi systemic therapy – 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
7	294	2,490	2,784	(572)	2,212

Line	A4				
Activity	OUT OF HOURS, HOSPITALS & PROJ				
Description	<p>The Hospital Social Work Team covers Jessops and the Children's Hospital. They 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. They receive 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. It is a 9 week service and transfers to appropriate area long term teams</p> <p>The Out of Hours 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
17	353	36	389	-	389

Directorate	CYPD
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
	52	1,566	931	2,497	(39)	2,458

Line	A6					
Activity	SERVICE AREA EAST					
Description	The teams are made up of 9 weeks service and the long term teams and include 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 re-course 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	2,298	379	2,678	(41)	2,637

Line	A7					
Activity	SERVICE AREA NORTH					
Description	The teams are made up of 9 weeks service and the long term teams and include 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 to achieve. 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 re-course 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	2,471	416	2,887	(41)	2,846

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

Line	A8					
Activity	SERVICE AREA WEST					
Description	The teams are made up of 9 weeks service and the long term teams and include 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 to achieve. 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 re-course 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
	60	2,062	322	2,384	(41)	2,343

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Loss of Funding					
Description	Multi-Systemic Therapy (MST) fall out of funding.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	-	60	60

Line	E2					
Activity	Demand					
Description	Legal Fees - demand for social care and current business model.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	250	250	-	250

Line	E3					
Activity	Inflation					
Description	1% Pay Award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		122	-	122	-	122

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

Section 3: Summary of Savings

Line	B1				
Activity	Review of Children and Families structure				
Description	A review of Children and Families current structure with a view to streamline the structure. This forms part of total saving of £550k.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	(250)	-	(250)	-	(250)

Line	B2				
Activity	Prevention and Assessment Team				
Description	Prevention and Assessment Team - First point of Contact. The proposal is a review of processes/systems and structure once Prevention and Assessment Team is in place. The target saving will be achieved through streamlining teams and will not be in front line service provision.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(100)	-	(100)	-	(100)

Line	B3				
Activity	Legal Fees				
Description	Reduction in the use of external barristers				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(250)	(250)	-	(250)

Line	B4				
Activity	Multi Systemic Therapy (MST) fall out of funding				
Description	Utilise Successful Families grant and other alternative funding.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(60)	(60)

Line	B5				
Activity	Family Contact Service				
Description	Increased use of specialist in-house service for regular contact with families.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(100)	(100)	-	(100)

Line	B6				
Activity	Business Support				
Description	Review and restructure Business Support Service across Children and Families				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12	(250)	-	(250)	-	(250)

Directorate	CYPD
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	3,951	(1,075)	2,876	19.22
Total Savings Made			(350)	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	HEALTH STRATEGY					
Description	This service oversees joint commissioning with NHS colleagues of healthcare and public health services for vulnerable young people and families, primarily substance misuse prevention and treatment services for under 18s, and sexual health services.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3	105	577	682	(682)	-

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
	17	493	2,776	3,269	(393)	2,876

Directorate	CYPD
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	1,623	(130)	1,493		48.36
Total Savings Made			(100)		2.50

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
48	1,402	221	1,623	(130)	1,493

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	1% Pay Award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	15	-	15	-	15

Section 3: Summary of Savings

Line	B1
Activity	Special Needs Inclusion Playcare Service (SNIPS)
Description	Reduction in management including a review of the Parent Partnership service

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(100)	-	(100)	-	(100)

Directorate	CYPD
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"> • Ofsted Inspection preparation • Establishing and maintaining policies & procedures that ensure statutory compliance • Leading & delivering the social work Recruitment and Retention Strategy • Disseminating research evidence to practitioners and managers • Supporting service delivery of information systems e.g. Information Communication Systems, CareFirst • Undertaking reports required as part of Serious Case Review process
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	317	(42)	275	9.31
Total Savings Made			(150)	3.00

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
	9	193	124	317	(42)	275

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	1% Pay Award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	3	-	3	-	3

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

Section 3: Summary of Savings

Line	B1					
Activity	Review of Children and Families structure					
Description	A review of Children and Families current structure with a view to streamline the structure. This forms part of total saving of £550k.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3	(150)	-	(150)	-	(150)

Directorate	CYPD
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	22,764	(4,907)	17,856	281.79
Total Savings Made			(310)	8.50

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
	27	951	5,425	6,375	(904)	5,471

Directorate	CYPD
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
179	6,151	951	7,102	(1,871)	5,231

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
39	1,436	4,827	6,263	(65)	6,198

Directorate	CYPD
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
	2	42	312	354	(258)	96

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
	35	1,516	1,153	2,669	(1,809)	859

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

Section 2: Summary of Pressures (Form Es)

Line E1					
Activity Legislation					
Description Pressure on placement costs					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	400	400	-	400

Line E2					
Activity Inflation					
Description Increase in fostering allowances.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	80	80	-	80

Line E3					
Activity Demand					
Description Adoption interagency fee increase.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	60	60	-	60

Line E4					
Activity Demand					
Description Residential Homes - current provision insufficiently resourced					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	275	-	275	-	275

Line E5					
Activity Inflation					
Description 1% Pay Award					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	97	-	97	-	97

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

Section 3: Summary of Savings

Line B1					
Activity: Integration - Youth Justice Service					
Description: Effective internal integration - Youth Justice Service Reduce overlap in business support function between Youth Justice Service and Permanence and Throughcare, creating one business support function.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	(250)	-	(250)	-	(250)

Line B2					
Activity: Adoption Interagency fee increase					
Description: Use of ring fenced adoption grant in 2014/15.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(60)	(60)

Directorate	CYPD
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	2,637	(1,321)	1,316	61.11
Total Savings Made			(190)	5.00

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 & 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"> Convening, chairing and minuting of child protection conferences Independent Reviewing Service Managing the list of children subject to a child protection plan, performance monitoring and reporting information Serious Case Reviews and Child Death Overview processes Specialist services - Sexual Exploitation, Substance Misuse, Licensing and E-Safety Support, advice, training, procedures and best practice guidance to enable organisations and individuals to understand, prioritise and discharge their safeguarding responsibilities to best effect. <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
	61	2,163	475	2,637	(1,321)	1,316

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

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Demand				
Description	Independent Review Team.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	90	-	90	-	90

Line	E2				
Activity	Inflation				
Description	1% Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	22	-	22	-	22

Section 3: Summary of Savings

Line	B1				
Activity	Safeguarding and Independent Reviewing Services				
Description	Reduction in Management and Business Support				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(144)	(46)	(190)	-	(190)

Directorate	CYPD
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	14,702	(2,061)	12,641	7.00
Total Savings Made			(1,640)	5.50

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
	7	162	14,540	14,702	(2,061)	12,641

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	1% Pay Award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	4	-	4	-	4

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

Section 3: Summary of Savings

Line B1					
Activity Service Improvement					
Description Service Improvement Team (SIT) and Strategic Contract and Resources Team (SCART) Internal reorganisation of Service Improvement through integration of management and service delivery.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(90)	-	(90)	-	(90)

Line B2					
Activity Children's Residential					
Description Review of external residential care contract.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(400)	(400)	-	(400)

Line B3					
Activity Increase in fostering allowances					
Description Funded through planned reduction of external placements (Independent Fostering Agency and Residential)					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(80)	(80)	-	(80)

Line B4					
Activity Special Guardianship Orders (SGO's)					
Description National requirement being introduced to ensure consistent allowances between SGOs and Fostering, this will be funded from a continuation of increases in the fostering provision.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(400)	(400)	-	(400)

Line B5					
Activity Placement Budget					
Description Planned reduction of external placements (independent fostering agency and residential).					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(130)	(130)	-	(130)

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

Line	B6				
Activity	CWD Placements				
Description	This is a re-prioritisation of DSG in order to release cash limit savings				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(390)	(390)

Line	B7				
Activity	Review of Children and Families structure				
Description	A review of Children and Families current structure with a view to streamline the structure. This forms part of total saving of £550k.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(150)	-	(150)	-	(150)

Directorate	CYPD
Service	CHILDREN & FAMILIES
Planning Entity	EARLY YEARS (C&F) (Division)

Description of core purpose of Planning Entity	Our ambition for Sheffield is that every child, young person and family achieve their full potential by raising expectations, attainment and enabling enriching experiences. This will be achieved by ensuring that every child, young person and family is safe, healthy and strong.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	6,263	(1,293)	4,970		72.98
Total Savings Made			(1,350)		15.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CHILDREN'S CENTRE					
Description	Our ambition is that every child, young person and family achieves their full potential by raising expectations, attainment and enriching experiences. This will be enabled by a strong commitment to high quality services, focusing on school readiness and closing the equalities gap at the end of the foundation stage					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	2,172	320	2,491	(1,199)	1,292

Line	A2					
Activity	CITYWIDE SERVICES					
Description	Our ambition is that every child, young person and family achieves their full potential by raising expectations, attainment and enriching experiences. This will be enabled by a strong commitment to high quality services, focusing on school readiness and closing the equalities gap at the end of the foundation stage					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	2,320	2,320	(84)	2,236

Line	A3					
Activity	PROVIDER SUPPORT					
Description	Our ambition is that every child, young person and family achieves their full potential by raising expectations, attainment and enriching experiences. This will be enabled by a strong commitment to high quality services, focusing on school readiness and closing the equalities gap at the end of the foundation stage					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	73	1,260	192	1,452	(10)	1,442

Directorate	CYPD
Service	CHILDREN & FAMILIES
Planning Entity	EARLY YEARS (C&F) (Division)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	1% Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	35	-	35	-	35

Section 3: Summary of Savings

Line	B1				
Activity	Early Years Strategy				
Description	Review of early support in line with 2013/14 agreed early years strategy.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(500)	(500)	-	(500)

Line	B2				
Activity	Integrated Early Years & Multi Agency Support Team				
Description	Effective integration Early Years and Multi Agency Support Team. This is a continuation of the Early Years Strategy commenced in 2013/14 through management and staffing restructure.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15	(550)	-	(550)	-	(550)

Line	B3				
Activity	Reduction in contracts for Early Intervention				
Description	Further savings as part of the review of early support in line with 2013/14 Early Years strategy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(300)	(300)	-	(300)

Directorate	CYPD
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	6,215	(5,263)	952		77.00
Total Savings Made			(1,017)		5.80

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
	77	2,698	3,517	6,215	(5,263)	952

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Inclusion and Learning Services 1% Pay Award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	155	-	155	-	155

Line	E2					
Activity	Demand					
Description	Transport - Travel passes outside the levy					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	250	250	-	250

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

Section 3: Summary of Savings

Line	B1				
Activity	Pay Award 1%				
Description	Funded through savings in running costs across the Portfolio				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(166)	-	(166)	-	(166)

Line	B2				
Activity	Transport (Travel Passes)				
Description	Increased cost funded through income from grants, not paying inflation to provider and increasing independent travel to reduce demand for discretionary travel				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(120)	(120)	-	(120)

Line	B3				
Activity	Behaviour and Attendance Partnerships				
Description	Reductions in management and staffing.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(38)	-	(38)	-	(38)

Line	B4				
Activity	E - Learning				
Description	E - Learning service to be traded to schools				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(80)	(80)

Line	B5				
Activity	Service Management				
Description	Reductions in management and business support.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(48)	-	(48)	-	(48)

Line	B6				
Activity	Youth Services				
Description	Continued reduction in grant funding to the voluntary and community sector				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(20)	(20)	-	(20)

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

Line	B7					
Activity	City Learning Centres					
Description	Mainstreaming the provision of support to ICT skills development within school settings. Advice and guidance will continue on a traded model. This activity is funded by Dedicated Schools Grant (DSG) and so the proposed savings will require reprioritisation of other cash limit funded activity in order to release cash limit savings. This reprioritisation and subsequent cash limit saving will appear in Access and Pupil Service.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3	(126)	(44)	(170)	170	-

Line	B8					
Activity	Inclusion and Learning Service					
Description	This is a re-prioritisation of Dedicated Schools Grant (DSG) in order to release cash limit savings.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	-	(545)	(545)

Directorate	CYPD
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	2,047	(906)	1,142		17.00
Total Savings Made			(672)		5.00

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
	17	1,677	370	2,047	(906)	1,142

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1					
Activity	Consolidation of Learning and Achievement Service					
Description	The proposal is to further consolidate the Learning and Achievement Service through re-structuring and reductions in staffing affecting the following areas: Lead Headteachers, Advocacy and Challenge and Foundation Stage.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	5	(312)	-	(312)	-	(312)

Line	B2					
Activity	School Improvement Interventions					
Description	Reduced costs and increased income from schools for school improvement interventions.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(180)	(180)	-	(180)

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

Line	B3					
Activity	School Improvement Interventions					
Description	This is a re-prioritisation of Dedicated Schools Grant (DSG) in order to release cash limit savings.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	-	(180)	(180)

Directorate	CYPD
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	13,716	(12,030)	1,686	148.00
Total Savings Made			(300)	2.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	INCLUSIONS & TARGETED SERVICES					
Description	Timely assessments and reviews are undertaken to identify needs and support required. Needs will usually be met within maintained mainstream schools, integrated resources or special schools. However for a few children and young people independent provision may be required or travel assistance for school attendance. The key objective of the Inclusive Learning Strategy is to ensure that every school is good and inclusive, improving parental confidence to send their children to their local school. Key to all schools being inclusive is Special Educational Needs (SEN) provision delivered through excellent services (Educational Psychologists, Hearing and Visual Impairment and Autism), specialist provision (Integrated Resources and Special Schools) and for vulnerable individuals high quality targeted support as well as challenge when outcomes are not good.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	148	7,317	6,399	13,716	(12,030)	1,686

Section 2: Pressures (Form Es) - None Identified

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

Section 3: Summary of Savings

Line B1					
Activity Education Psychology Service					
Description While continuing to provide statutory services we will generate income from the non-statutory services this service provides to other partners					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(300)	(300)

Line B2					
Activity Alternative Provision					
Description Establish revised alternative provision including support to children in a school setting. This activity is funded by Dedicated Schools Grant (DSG) and so the proposed savings will require reprioritisation in other cash limit funded activity in order to release cash limit savings. This reprioritisation and subsequent cash limit saving will appear in Access and Pupil Services.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(250)	(250)	250	-

Line B3					
Activity Early Years Inclusion					
Description Integration within the wider Early Years service. This activity is funded by Dedicated Schools Grant (DSG) and so the proposed savings will require reprioritisation in other cash limit funded activity in order to release cash limit savings. This reprioritisation and subsequent cash limit saving will appear in Access and Pupil Service.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(80)	-	(80)	80	-

Line B4					
Activity 0-25 Integrated Disability Service					
Description Increase in-city provision for post 16 special education needs as part of a pooled resource for High Needs, Special Education Needs, Learning Disability and Difficulties (LDD) and Transport. This activity is funded by Dedicated Schools Grant (DSG) and so the proposed savings will require reprioritisation other cash limit funded activity in order to release cash limit savings. This reprioritisation and subsequent cash limit saving will appear in LDD Placements.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(390)	(390)	390	-

Directorate	CYPD
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	EMPLOYMENT & SKILLS (Division)

Description of core purpose of Planning Entity	The team secures external funding to support people to develop the skills for work in vulnerable groups and communities. It is part of a wider strategy to tackle poverty and support.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	6,310	(3,817)	2,493	19.45
Total Savings Made			(300)	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
3	130	2,908	3,038	(3,063)	(25)

Line	A2				
Activity	EMPLOYMENT & SKILLS				
Description	<p>The team</p> <ul style="list-style-type: none"> - commissions, through the third sector, the SCC Employability Programme targeting vulnerable adults and young people furthest from the labour market including those with disabilities & mental health conditions, as well as lone parents, ex-offenders and some Black and Minority Ethnic (BME) communities. - operates Opportunity Sheffield brokering job and training opportunities with the city's employers placing jobseekers in work. - implements the Skills Strategy working with stakeholders, including Skills Funding Agency (SFA), to improve the skills levels of the city's workforce. - organises the Sheffield 100 Apprentices programme and manages the City Deal for Skills for the city-region. 				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
16	873	2,399	3,272	(754)	2,518

Section 2: Pressures (Form Es) - None Identified

Directorate	CYPD
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	EMPLOYMENT & SKILLS (Division)

Section 3: Summary of Savings

Line	B2					
Activity	Tackling Poverty and Social Justice					
Description	Increased Grant Income					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	-	(300)	(300)

Directorate	CYPD
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	9,452	(9,377)	75	93.25
Total Savings Made			(400)	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
	-	145	2,823	2,968	(2,968)	-

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
	16	834	1,122	1,956	(1,956)	-

Directorate	CYPD
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"> - designs and delivers support programmes targeted at under achieving young people from vulnerable communities, specifically BME - has strategic and operational responsibility for mentoring programmes for vulnerable young people - develops prevention and intervention strategies to support cohesion and develop resilient communities 				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	387	221	609	(609)	-

Line	A4				
Activity	EXTENDED SCHOOLS				
Description	<p>Study Support and the Children's University</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"> - study support programme is a traded service that is offered to schools. - 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. 				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	170	120	290	(290)	-

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"> - the 14 -16 Vocational Skills Programme to enhance the school-based curriculum offer. - apprenticeships for young people and adults. - work based assessments and further education in vocational sectors. 				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
63	2,116	1,514	3,629	(3,554)	75

Directorate	CYPD
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 and direct support to schools. Undertakes joint work with Primary Care Trust. Partnership working arrangements, such as the 0-19+ Partnership and Children's Trust Executive Board. Delivery of children's and parental consultation and engagement eg Parents Assembly and Every Child Matters survey. Responsible for statutory Independent Reviewing Service, which monitors care plans of Sheffield's Looked After Children.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,189	(634)	555		36.04
Total Savings Made			(105)		3.00

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"> - performance management and analytical services, ensuring intelligent commissioning by all services. - providing direct support to schools and undertaking joint work with NHS. - management of partnership working arrangements e.g. 0 -19 Partnership and the Children's Trust Executive Board. - providing support for business plans. - coordinating external inspections. - monitoring and reporting on policy developments. 					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	36	1,077	112	1,189	(634)	555

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1					
Activity	Review of Performance and Partnership functions					
Description	Review and re-structuring of Performance and Partnership functions					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3	(105)	-	(105)	-	(105)

Directorate	CYPD
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	14-19 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 14-25 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)
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,809	(2,763)	46	22.52
Total Savings Made			(133)	3.00

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 award winning 14-25 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
	23	508	2,302	2,809	(2,763)	46

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1					
Activity	Restructure of Management Staffing					
Description	Lifelong Learning Skills and Communities - Merger of 14-19 and Families and Communities via achieving change/MER process.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3	(133)	-	(133)	-	(133)

Directorate	CYPD
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 Sheffield 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: Completely externally funded and comprising 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	1,592	(724)	868	29.28
Total Savings Made			(186)	2.00

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"> - the management of 14-19 learning, Integrated Youth Services, Employment and Skills, Adult, Community and Family Learning and Community Cohesion. - winning external grants and contract, developing strategic programmes, commissioning learning, skills and employment provision and delivering traded services. - undertaking project and performance monitoring, review and evaluation, liaison with funding bodies and compliance with corporate policies, funding body contractual requirements. 					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	29	1,183	410	1,592	(724)	868

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Lifelong Learning Skills and Communities 1% Pay Award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	90	-	90	-	90

Directorate	CYPD
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	STRATEGIC SUPPORT (Division)

Section 3: Summary of Savings

Line B1					
Activity Pay Award 1%					
Description Funded through savings in running costs across the Portfolio					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(96)	-	(96)	-	(96)

Line B2					
Activity Management and Administration					
Description Management and Business support review and re-structure within strategic support and development.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(90)	-	(90)	-	(90)

Directorate	CYPD
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	6,816	(1,280)	5,536	37.30
Total Savings Made			(2,400)	3.60

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 staffs who are deployed into Community Youth Teams (CYTs). Identifies and delivers preventative programmes to vulnerable young people at risk 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
	30	981	544	1,524	(150)	1,374

Line	A2					
Activity	UNIVERSAL SERVICES					
Description	Commissions activity through Sheffield Futures and other third sector partners including: <ul style="list-style-type: none"> - 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 - Supports the Duke of Edinburgh scheme - Tailored support for specified groups i.e. LGBT young people 					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	7	329	4,962	5,291	(1,130)	4,161

Directorate	CYPD
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	YOUTH (Division)

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line B1					
Activity Embedding Youth Models					
Description More focussed spending on targeted services through multi agency community youth teams for those young people who are most at risk and targeted development of capacity building within existing community groups. Further redesign of Youth offer including external providers. This will further increase the targeted approach to the most in need of our interventions and reduce our investment in capacity building within community groups.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(1,375)	(1,375)	-	(1,375)

Line B2					
Activity Embedding Youth Models					
Description More focussed spending on targeted services through multi agency community youth teams for those young people who are most at risk and targeted development of capacity building within existing community groups					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(185)	(670)	(855)	-	(855)

Line B3					
Activity Youth Services					
Description Continued reduction in grant funding to the voluntary and community sector					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(170)	(170)	-	(170)

Portfolio: Children, Young People & Families

<u>Description</u>	<u>Business Strategy</u> <u>£'000</u>	<u>Children & Families</u> <u>£'000</u>	<u>Inclusion & Learning Services</u> <u>£'000</u>	<u>Lifelong Learning Skills and Communities</u> <u>£'000</u>	<u>Total</u> <u>£'000</u>
<u>Employees</u>					
Salaries/Wages	4,664	28,868	8,856	6,891	49,279
Superannuation	626	5,183	1,406	1,076	8,291
National Insurance	293	2,119	744	499	3,656
Other Employee Expenses	5,023	687	686	267	6,662
<u>Sub Total</u>	10,607	36,856	11,692	8,733	67,888
Premises	354	1,248	308	675	2,585
Transport	5,159	1,007	78	126	6,371
Supplies & Services	34,059	7,092	1,324	1,712	44,187
Third Party Payments	245,607	30,062	6,235	13,016	294,921
Transfer Payments	200	555	0	0	755
Central & Departmental Support	28,363	2,339	2,342	3,906	36,950
Other	0	6	0	0	6
<u>Gross Expenditure</u>	324,350	79,166	21,978	28,169	453,662
<u>Income</u>					
Grants	281,932	11,692	13,850	12,390	319,865
Other Reimbursements & Contributions	135	1,623	0	0	1,758
Sales	3,617	6	0	0	3,623
Fees & Charges	12,695	3,068	3,418	1,356	20,536
Other Income	2,397	43	171	132	2,743
Corporate Revenue Income	0	0	0	0	0
Recharges	26,707	2,341	760	4,717	34,525
<u>Income</u>	327,483	18,773	18,199	18,595	383,050
<u>Net Expenditure</u>	-3,133	60,392	3,780	9,573	70,612

Communities

	Page Ref	<u>Gross Expenditure</u> <u>£000</u>	<u>Gross Income</u> <u>£000</u>	<u>Net Expenditure</u> <u>£000</u>
<u>BUSINESS STRATEGY</u>				
Improvement and Development	138	1,296	170	1,126
Quality and Safeguarding	140	2,072	877	1,195
Executive and Portfolio-wide Services	142	1,137	1,456	-319
		<u>4,505</u>	<u>2,503</u>	<u>2,002</u>
<u>CARE AND SUPPORT</u>				
Joint Learning Disability Service	144	55,595	2,681	52,914
Assessment and Care Management	149	78,883	2,830	76,053
Provider Services	154	14,761	2,840	11,922
Housing Related Services	158	5,555	2,924	2,630
Contributions to Care	160	1,632	32,754	-31,121
		<u>156,426</u>	<u>44,029</u>	<u>112,398</u>
<u>COMMISSIONING</u>				
Housing Commissioning	162	22,245	5,512	16,734
Mental Health Commissioning	165	13,913	1,425	12,488
Social Care Commissioning	168	5,480	1,499	3,981
		<u>41,638</u>	<u>8,436</u>	<u>33,203</u>
<u>COMMUNITY SERVICES</u>				
Community Safety	170	507	66	441
Libraries	172	6,426	1,246	5,180
Locality Management	174	3,183	110	3,073
Public Health	176	12,062	11,633	429
		<u>22,178</u>	<u>13,055</u>	<u>9,123</u>
		224,747	68,023	156,726

Directorate	COMMUNITIES
Service	BUSINESS STRATEGY
Planning Entity	IMPROVEMENT AND DEVELOPMENT (Division)

Description of core purpose of Planning Entity	Responsible for business systems and information, including the CareFirst team for Communities Portfolio, performance and service business planning and programme management and governance.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,296	(170)	1,126		32.04
Total Savings Made			(196)		5.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	INFO MANAGEMENT & SYSTEMS				
Description	Information management team and Carefirst team for Communities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	525	44	569	(44)	525

Line	A2				
Activity	POLICY & PERFORMANCE				
Description	Business Strategy team ensuring the Portfolio operates as a whole with shared systems and infrastructure within the context of One Council. The team provides performance and business planning for continuous improvement and programme and project management to deliver major change.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
23	722	5	727	(126)	602

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award @ 1%				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	12	-	12	-	12

Directorate	COMMUNITIES
Service	BUSINESS STRATEGY
Planning Entity	IMPROVEMENT AND DEVELOPMENT (Division)

Line	E2				
Activity	Demand				
Description	Delivery teams for Service reconfiguration				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	200	-	200	-	200

Section 3: Summary of Savings

Line	B1				
Activity	Consolidation of functions				
Description	Consolidation of functions as a result of the Planning and Performance and HIST teams (Council Housing service) joining Business Strategy following the integration of Sheffield Homes. Merging these teams will create saving for both the HRA and the General Fund (savings shown here). These savings rely on us identifying and removing duplication or overlap of functions.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(100)	-	(100)	-	(100)

Line	B2				
Activity	Review of potential overlaps				
Description	Review of potential overlaps between Commissioning and Business Strategy. Following on from the Communities Portfolio senior management restructure we will better align activity between Business Strategy and Commissioning service areas reducing the number of staff by 2 FTE under a common management structure. We anticipate any reductions will be enabled by the Corporate VER/VS scheme in Business Strategy or the transfer of some staff to self funding projects where staff costs are met from portfolio funding for service reconfiguration or from the savings that projects deliver.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(76)	(20)	(96)	-	(96)

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	2,072	(877)	1,195		26.63
Total Savings Made			(256)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	QUALITY AND SAFEGUARDING				
Description	Adult Safeguarding and mental capacity teams, quality and service standards.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
27	1,787	285	2,072	(877)	1,195

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award @ 1%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	18	-	18	-	18

Section 3: Summary of Savings

Line	B1				
Activity	Training budget				
Description	Review of training budget for Communities				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(176)	(176)	-	(176)

Line	B2				
Activity	Review contract for Health Watch with VAS				
Description	Review and renegotiate contract for Health Watch with Voluntary Action Sheffield to achieve savings				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(12)	(12)	-	(12)

Directorate	COMMUNITIES
Service	BUSINESS STRATEGY
Planning Entity	QUALITY AND SAFEGUARDING (Division)

Line	B3				
Activity	Review contract with Voiceability				
Description	Review and renegotiate complaints advocacy contract with Voiceability to achieve savings				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	(8)	(8)	-	(8)

Line	B5				
Activity	Rationalise Engagement & Involvement functions				
Description	This involves rationalising our services and teams providing Engagement and Involvement functions. This would potentially include Business Strategy Engagement and Involvement, the Council Housing Services community engagement function, and the Joint Learning Disability Services support and engagement function.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	(60)	(60)	-	(60)

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	1,137	(1,456)	(319)		16.40
Total Savings Made			(531)		15.00

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
16	725	53	778	(173)	606

Line	A2				
Activity	PORTFOLIO-WIDE SERVICES				
Description	General, "central" Communities Portfolio overheads				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(377)	736	359	(1,284)	(924)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	9	-	9	-	9

Line	E2				
Activity	Inflation				
Description	Pay award				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	(9)	-	(9)	-	(9)

Directorate	COMMUNITIES
Service	BUSINESS STRATEGY
Planning Entity	EXECUTIVE & PORTFOLIO-WIDE SER (Division)

Section 3: Summary of Savings

Line	B1				
Activity	Portfolio-wide management restructure				
Description	Management restructure Head of Service posts and above (General Fund proportion of saving only)				

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	(266)	-	(266)	-	(266)

Line	B2				
Activity	Restructure - Personal Assistant support				
Description	Portfolio-wide restructure, following on from top tier restructure, for Personal Assistant support				

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(50)	-	(50)	-	(50)

Line	B5				
Activity	Review of Business Support governance arrangements				
Description	Following on from a number of Service reviews and changes to senior management structures, we plan to rationalise and review business support arrangements across the portfolio				

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	(200)	-	(200)	-	(200)

Line	B6				
Activity	Savings on transferred budgets				
Description	Savings (20% relating to 2 posts) The budgets for 2 posts (one vacant) will be transferred to Resources.				

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(15)	-	(15)	-	(15)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	JOINT LEARNING DISABILITY SERV (Division)

Description of core purpose of Planning Entity	The Learning Disabilities team assesses needs provide specialist community based services, accommodation and support, short break services, specialist mental health services and service for fulfilling lives through self directed support and personal budgets.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	55,595	(2,681)	52,914		246.67
Total Savings Made			(7,347)		50.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	COMM TENANCY & SHORT BREAKS					
Description	Provision of household support to tenants with learning disabilities; and short break respite service					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	19	550	57	608	(206)	402

Line	A2					
Activity	EMPLOYMENT TEAM					
Description	Provision of employment related support to adults with a learning disability. Includes work based day care and support into open employment					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	7	323	58	380	(32)	348

Line	A3					
Activity	EXTERNAL FUNDING					
Description	Team to support and manage programme delivery of LD services including accommodation and out of City placements.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	18	925	276	1,201	(466)	735

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	JOINT LEARNING DISABILITY SERV (Division)

Line	A4				
Activity	LEARN DISABILITIES FIELDWORK				
Description	Social work teams providing information and advice, assessing the support needs of vulnerable people, agreeing and arranging care packages, reviewing care and support.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
42	1,086	49	1,135	(169)	966

Line	A5				
Activity	LEARN DISABILITIES MANAGEMENT				
Description	Management team and business support part funded by NHS				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	416	28	444	(122)	321

Line	A6				
Activity	LEARNING DISABILITIES - OTHER				
Description	Specialist teams working on housing and support accommodation developments and general support to services				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	474	145	619	(94)	525

Line	A7				
Activity	LOCALITY 1 CORE BUSINESS				
Description	In-house provision of accommodation, and related support services, to people with a learning disability. The income for this service is currently received via the Learning Disability Pool (SCC and NHS Sheffield PCT)				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
75	2,414	148	2,562	(34)	2,528

Line	A8				
Activity	LOCALITY 2 CORE BUSINESS				
Description	In-house provision of accommodation, and related support services, to people with a learning disability. The income for this service is currently received via the Learning Disability Pool (SCC and NHS Sheffield PCT)				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
65	2,158	128	2,286	(73)	2,213

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	JOINT LEARNING DISABILITY SERV (Division)

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
-	(50)	46,033	45,983	(1,485)	44,498

Line	A10				
Activity	TRANSPORT				
Description	Management of service change with the introduction of personalised transport plans				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	183	195	378	-	378

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award @ 1%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	72	-	72	-	72

Line	E3				
Activity	Demand				
Description	Demographic growth				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	933	933	-	933

Line	E4				
Activity	Demand				
Description	Full year effect of 13/14 activity				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	7,250	7,250	-	7,250

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	JOINT LEARNING DISABILITY SERV (Division)

Section 3: Summary of Savings

Line B1					
Activity Consistent assessment of new service users					
Description We are introducing more consistent assessment processes across social care and making sure that (a) we only fund services that clearly meet eligible social care needs; and, (b) that needs are met as cost effectively as possible.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(455)	(455)	-	(455)

Line B2					
Activity Review and Reassessment					
Description We are reviewing all cases as they are due for review with a first tranche of just under 2,500 (approx. 25% of cases). This will help us make sure we have an up-to-date understanding of peoples needs and that (a) we only fund services that clearly meet eligible social care needs; and, (b) that needs are met as cost effectively as possible.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(3,172)	(3,172)	-	(3,172)

Line B3					
Activity Health Reconfiguration Scheme LD					
Description We are moving some residential care settings and individual service users over to supported living. This type of accommodation is better for the customer and more cost effective for the Council as more of the accommodation costs can be met from housing benefit, and the costs of care can be reduced by clustering people with similar care needs together.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(1,190)	(1,190)	-	(1,190)

Line B4					
Activity Capacity and focus of our in-house LD services					
Description Making sure that the capacity and focus of our in-house services accurately and cost effectively meet the demand and needs of service users Phase 1 In-house Services - we are reviewing the capacity and efficiency of the current deployment of staff within the in-house service. This is linked in to the review and reassessment underway for all service users due a review. Phase 2 we will be reviewing which services should be provided in-house and which could be more cost effectively procured externally.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
37	(1,100)	-	(1,100)	-	(1,100)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	JOINT LEARNING DISABILITY SERV (Division)

Line	B6				
Activity	Review staff structure in LD A&CM				
Description	Review of assessment and care management teams in learning disability services. Savings via better ways of working and rationalising the significant volumes of project work.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
13	(360)	(320)	(680)	-	(680)

Line	B7				
Activity	Continuing Health Care funding decisions				
Description	Ongoing negotiation on continuing health care funding - full year effect in 14/15				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(381)	(381)	-	(381)

Line	B8				
Activity	Reducing demand for social care				
Description	We aim to reduce the number of people presenting for a formal assessment for social care and reduce the level of social care people need once they have had an assessment. We plan to achieve this by improved information and advice at the first point of contact, increasing the take-up of benefits (attendance and carers allowances) by people at risk of needing social care, working more closely with GPs to support people at risk (and linking in with the new GP care planning contracts), and by strengthening our support for carers.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(369)	(369)	-	(369)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	ASSESSMENT & CARE MANAGEMENT (Division)

Description of core purpose of Planning Entity	The service assesses needs and provides resources for the care and protection of vulnerable older people 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	78,883	(2,830)	76,053		216.45
Total Savings Made			(9,747)		42.00

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 service 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
-	-	69,832	69,832	(2,000)	67,832

Line	A2				
Activity	COMM ACCESS REABLEMENT SERV.				
Description	Team of referral officers, social workers and care managers who provide initial early and preventative intervention and safeguarding through timely assessment, reablement and support to people to access universal services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
20	762	75	837	(37)	800

Line	A3				
Activity	COMMUNITY SOCIAL WORK NORTH				
Description	Community based service providing personalised support. Assessment and review of needs of vulnerable people and carers. Agree and arrange support packages. Provide ongoing support / Social Work services to enable people to continue to live as independently as possible. Provision of support / protection for very vulnerable people eg Safeguarding, Deprivation of Liberty etc. Statutory duties associated with Community Care Services define the responsibilities to access needs and provide services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
73	2,872	329	3,201	(61)	3,140

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	ASSESSMENT & CARE MANAGEMENT (Division)

Line	A4				
Activity	COMMUNITY SOCIAL WORK SOUTH				
Description	Community based service providing personalised support. Assessment and review of needs of vulnerable people and carers. Agree and arrange support packages. Provide ongoing support / Social Work services to enable people to continue to live as independently as possible. Provision of support / protection for very vulnerable people eg Safeguarding, Deprivation of Liberty etc. Statutory duties associated with Community Care Services define the responsibilities to access needs and provide services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
64	2,569	97	2,666	-	2,666

Line	A5				
Activity	HEALTH CARE & HOME ASSESS TEAM				
Description	Assessment and Care Management teams who support people living in residential care homes and continuing health team.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11	473	14	487		487

Line	A6				
Activity	HOSPITAL & INTERMEDIATE CARE				
Description	Hospital and Intermediate Care based services. Assessment and review of needs of vulnerable people and carers. Agree and arrange support packages. Provide ongoing support / Social Work services to enable people to continue to live as independently as possible. Provision of support / protection for very vulnerable people eg Safeguarding, Deprivation of Liberty etc. Statutory duties of powers associated with Community Care Services define the responsibilities to access needs and provide services. The primary function of this service is to support people to return home from hospital safely, avoiding 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
44	1,810	245	2,055	(732)	1,323

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
3	(255)	61	(194)	-	(194)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	ASSESSMENT & CARE MANAGEMENT (Division)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award @ 1%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	76	-	76	-	76

Line	E3				
Activity	Demand				
Description	Demographic growth				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	825	825	-	825

Line	E4				
Activity	Demand				
Description	Full year effect of 13/14 activity				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	8,588	8,588	-	8,588

Section 3: Summary of Savings

Line	B1				
Activity	Consistent assessment of new service users				
Description	Introduction of more consistent assessment processes across social care and making sure that (a) we only fund services that meet unmet eligible social care needs; and, (b) that needs are met as cost effectively as possible.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(694)	(694)	-	(694)

Line	B2				
Activity	Review and Reassessment				
Description	We are reviewing all cases as they are due for review with a first tranche of just under 2,500 (approx. 25% of cases). This will help us make sure we have an up-to-date understanding of peoples needs and that (a) we only fund services that clearly meet eligible social care needs; and, (b) that needs are met as cost effectively as possible.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(4,163)	(4,163)	-	(4,163)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	ASSESSMENT & CARE MANAGEMENT (Division)

Line	B3				
Activity	Assessment and Care Management Review				
Description	Full year effect savings from 13/14 review of assessment and care management teams.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	(232)	-	(232)	-	(232)

Line	B5				
Activity	Portfolio-wide restructure				
Description	Portfolio wide restructure following on from top tier restructure - Personalisation team.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	(300)	-	(300)	-	(300)

Line	B6				
Activity	Review of Care & Support structure				
Description	Realignment of adult assessment & care management function to improve customer pathway and achieve greater efficiency				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
27	(1,000)	-	(1,000)	-	(1,000)

Line	B7				
Activity	Continuing Health Care funding decisions				
Description	Ongoing negotiation on continuing health care funding - full year effect in 14/15				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(596)	(596)	-	(596)

Line	B9				
Activity	Re-tender of the Home Care services				
Description	The re-tender of external provider home care services is likely to lead to reduced hourly rates for home care.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(200)	(200)	-	(200)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	ASSESSMENT & CARE MANAGEMENT (Division)

Line	B10				
Activity	Increased grant - Integration Funding				
Description	Increase in DH integration funding for 14/15. From 2015/16 this funding will be part of the wider Better Care Fund and therefore the assumption at this stage should be that the 14/15 increase is non recurrent. This will be reviewed in advance of 15/16 budget planning in the light of further DH announcements.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	-	-	(2,000)	(2,000)

Line	B11				
Activity	Reducing demand for social care				
Description	We aim to reduce the number of people presenting for a formal assessment for social care and reduce the level of social care people need once they have had an assessment. We plan to achieve this by improved information and advice at the first point of contact, increasing the take-up of benefits (attendance and carers allowances) by people at risk of needing social care, working more closely with GPs to support people at risk (and linking in with the new GP care planning contracts), and by strengthening our support for carers.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	(562)	(562)	-	(562)

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	14,761	(2,840)	11,922	511.42
Total Savings Made			(3,879)	170.00

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
	7	325	1,008	1,333	(99)	1,234

Line	A2					
Activity	CARE & SUPPORT IN THE HOME					
Description	Home Support has 3 specialist service areas as follows: 1) Short Term Intervention (STIT) providing a reablement service for a short period of time to enable service users to remain at home. 2) Mental Health providing direct care to service users who have been diagnosed with Dementia or Mental Health problems. 3) Complex Needs providing direct care and support to individuals who are assessed against a complex needs criteria; this may also include service users who are in Safeguarding, or have had their service re-provided for from the Independent Sector.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	403	8,477	942	9,418	(405)	9,013

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	PROVIDER SERVICES (Division)

Line	A3				
Activity	CARE4YOU 24 HR RESPONSE SERVIC				
Description	Assists SCC to meet its key ambitions by enabling our customers to lead healthy and independent lives. This includes; installation of equipment and provision of emergency care advice, support and practical help 24 hour a day, 365 days per year (helping the individual to remain safe, secure and independent at home), Provision of the service free for the first 6 weeks (preventing delayed discharge from hospital and avoidable hospital admission), Provision of an Out of Hours and Overnight support function to all service areas.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36	1,001	328	1,329	(2,109)	(780)

Line	A4				
Activity	CARE4YOU BUSINESS & PERFORMANC				
Description	Provides the Management and Administration to support the delivery of all areas of the Care4you Service. This support is provided via * Business Support and Reception function. * Planning and co-ordination of the use of Care4you resources, including allocation of staff to service users and transport * Quality Assurance and performance reporting. The B&P function in every team works towards providing a consistent support service that meets all quality and corporate standards, including customer service and communication standards.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
32	224	1,118	1,343	-	1,343

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
31	902	110	1,012	(227)	785

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	PROVIDER SERVICES (Division)

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
2	168	159	327	-	327

Line	A7				
Activity	RESIDENTIAL/ RESOURCE CENTRES				
Description	This is the residual budget from residential and resource centres, and will be transferred to adult social care purchasing budget to fund reprovision of care.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	-	-

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award @ 1%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	116	-	116	-	116

Section 3: Summary of Savings

Line	B1				
Activity	Review of capacity of Adult Provider Services				
Description	Reducing in-house provider services so that capacity matches actual demand.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
66	(1,467)	-	(1,467)	-	(1,467)

Line	B2				
Activity	Adult provider services:				
Description	Adult Provider Services: Flexible contracting, staffing arrangements and improved rota and sickness management. The Service has implemented flexible contracts and staffing arrangements to meet the varying levels of demand on the Service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
40	(885)	-	(885)	-	(885)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	PROVIDER SERVICES (Division)

Line	B3				
Activity	Adult Provider Services: Management & B S				
Description	Proposal to further rationalise the Management and Business Support across Adult Provider Services.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(155)	-	(155)	-	(155)

Line	B4				
Activity	Review in-house Provider Services (OP / PD)				
Description	A number of options are being developed to support this saving. A contribution to this will be found by decommissioning the Night Care Visiting Service in line with current demand for the service. Other areas being considered include: Refocus and redesign of in-house Provider Services, decommission elements of the Community Support Services, CICS / STIT Integration, expand Adult Placement Shared Lives provision, redesign of Assistive Technology provision, City Wide Care Alarm call handling and response, process redesign and additional Management and support savings.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
25	(572)	-	(572)	-	(572)

Line	B5				
Activity	Capacity & focus of in-house provision				
Description	Making sure that the capacity and focus of Adult Provider Services in-house services accurately and cost effectively meet the demand and needs of service users - OP C4U. Review of the Complex Needs service by 2015. Options appraisal to determine how wider use of independent sector providers in place of current in house service could reduce costs while continuing to meet eligible needs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
34	(800)	-	(800)	-	(800)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	HOUSING RELATED SERVICES (Division)

Description of core purpose of Planning Entity	Services which help to prevent and support individuals and families who are homeless or with other housing needs. To provide housing advice and assistance with equipment and adaptations for daily living, and disabled facilities grants. The service also provides accommodation and support to asylum seekers.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	5,555	(2,924)	2,630	106.71
Total Savings Made			(756)	17.50

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	ACCOMODATION & SUPPORT				
Description	Provision of accommodation, support and related services for asylum seekers. Responsibility for refugee integration strategy and the intelligence and impact of migrants on the city.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
24	747	1,375	2,123	(1,823)	300

Line	A2				
Activity	HOUSING OPTIONS & ADVICE				
Description	Statutory homeless services including homeless prevention, homeless assessments and advice. High support family intervention unit. Medical assessments for priorities under lettings policy. Provision of temporary accommodation (including bed & breakfast) for customers owed statutory housing duties.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36	1,079	(336)	742	(428)	315

Line	A3				
Activity	HOUSING SERVICES 3				
Description	Assessment of needs and supply of equipment for all people with regard to equipment and adaptations to enable them to remain living at home safely.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
47	1,550	1,140	2,690	(674)	2,016

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	HOUSING RELATED SERVICES (Division)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award @ 1%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	40	-	40	-	40

Line	E2				
Activity	Loss of Funding				
Description	Disabled Facilities Team funded by capital programme				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	187	187

Line	E3				
Activity	Loss of Funding				
Description	Minor works & adaptations team funded by capital (£216k) has been withdrawn - £150k required to make up short fall				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	150	150

Section 3: Summary of Savings

Line	B1				
Activity	Housing Solutions and Equipment and Adaptations				
Description	Reduce costs of delivery of the Housing Solutions Service and Homefinders and further reduce the cost of B&B accommodation. Achieved by the removal of general fund contribution to Homefinders, stopping the Housing Options visiting service to Doncaster Prison. In some cases, services will switch to a telephone based approach rather than face to face. The management and business support costs of administering Disabled Facilities Grants and Minor Works will be reduced to reflect a reduction in available funding.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18	(206)	(150)	(356)	-	(356)

Line	B3				
Activity	Review welfare support				
Description	Review the support to individuals across the organisation to ensure effective use of resources and reflect demand				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(400)	(400)	-	(400)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	CONTRIBUTIONS TO CARE (Division)

Description of core purpose of Planning Entity	In 2012 a major redesign was implemented bringing together the separate functions of financial assessments, payment recovery, resources management and direct payments. The service is now called the Social Care Accounts Service.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,632	(32,754)	(31,121)		45.75
Total Savings Made			(627)		17.60

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CHC INCOME				
Description	Continuing Health Care.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-			-	(6,957)	(6,957)

Line	A2				
Activity	ILF INCOME				
Description	Independent Living Fund Income.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-			-	(373)	(373)

Line	A3				
Activity	INTEGRATED CHARGE INCOME				
Description	Fairer charging income.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(9,509)	(9,509)

Line	A4				
Activity	RESI, NURSE & PTY INCOME				
Description	Residential, Nursing and Property income.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-			-	(15,887)	(15,887)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	CONTRIBUTIONS TO CARE (Division)

Line	A5				
Activity	SCAS PROGRAMME TEAM				
Description	Service / Project Description.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-		-		-

Line	A6				
Activity	SOCIAL CARE ACCOUNTS SERVICE				
Description	Social Care Accounts Service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
46	1,471	161	1,632	(27)	1,605

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award @ 1%				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	19	-	19	-	19

Section 3: Summary of Savings

Line	B1				
Activity	Maximising Income options -ASC				
Description	Improved income management by: supporting people who are not receiving benefits to claim benefits for which they are eligible which increases the contribution that people can make to care costs; improving monitoring so that people who can afford to contribute to the costs of their pay their assessed share; improved follow up of unpaid invoices.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(227)	(227)

Line	B2				
Activity	Portfolio-wide restructure				
Description	Portfolio-wide restructure following on from top tier restructure - Social Care Accounts Service				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18	(400)	-	(400)	-	(400)

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	22,245	(5,512)	16,734		64.46
Total Savings Made			(3,247)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CENTRAL OVERHEADS					
Description	Housing service support costs including corporately processed Service Level Agreement charges					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	15	762	213	975	(758)	217

Line	A2					
Activity	HOME OWNERSHIP & BUSINESS MGT					
Description	Administration of commissioned housing service including Right to Buy Scheme.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	14	653	251	904	(901)	3

Line	A3					
Activity	HOUSING RELATED SUPPORT					
Description	Maintaining independence for Sheffield Residents through housing related support.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	8	373	12,094	12,467	(1,855)	10,612

Line	A4					
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; mandatory 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
	21	968	166	1,134	(720)	414

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

Line	A5				
Activity	SOCIAL HOUSING				
Description	Work undertaken by SCC to ensure effective partnership working with other providers. Includes grounds maintenance, Housing Associations strategy and standards and Gypsy and Traveller sites.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	217	6,550	6,767	(1,278)	5,488

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award @ 1%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	27	-	27	-	27

Line	E2				
Activity	Loss of Funding				
Description	Registration & regulation team funded via capital				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	147	-	147	-	147

Section 3: Summary of Savings

Line	B1				
Activity	Review of Housing Support contracts				
Description	delivered in 13/14				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(444)	(444)	-	(444)

Line	B2				
Activity	Housing Support: re-negotiation and VFM				
Description	Series of re-negotiations and VFM challenges to increase the efficiency of housing support				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(316)	(316)	-	(316)

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

Line	B3				
Activity	Public Health funding for Housing Support Services				
Description	The Council is investing Public Health Funding in our existing 'floating support' contracts, which will be amended where necessary to strengthen their ability to deliver improved public health outcomes.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	-	-	(1,700)	(1,700)

Line	B4				
Activity	Public Health funding for Private Sector Housing				
Description	The Council is investing Public Health Funding in additional work on Private Sector Housing standards. This funding will enable us to step-up our proactive enforcement work and improve the condition of private sector housing in Sheffield.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	-	-	(240)	(240)

Line	B5				
Activity	Reductions to Housing Support Services				
Description	<p>Reductions to some services for offenders</p> <p>Withdrawal of subsidy for long-term housing support (including Council sheltered housing) - this will necessitate remodelling of Council and Housing Association sheltered housing services, which may lead to (a) increases in tenant charges; (b) changes or withdrawal of warden services (e.g. replacement with frequent visits from housing officers; and, (c) an increased call on housing benefit..</p> <p>Changes to some supported accommodation arrangements to ensure that we are providing cost effective help and support to people that need it</p> <p>These savings will be offset to a degree by smaller investments in some services (e.g. handypersons service) to mitigate the impact of the proposals</p>				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	(314)	(314)	-	(314)

Line	B6				
Activity	Review of Housing Support contracts - HRA				
Description	Costs currently charged to the general fund housing support budget have been reviewed. Services that are for Council tenants only will now be charged to the HRA. Services affected include temporary accommodation (Moorfields and Cornhill) and the High Support Unit. This mirrors our approach to the HRA budget, which we are ensuring is being spent on services and projects that benefit tenants (and the long-term HRA business plan)				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	(233)	(233)	-	(233)

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.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	13,913	(1,425)	12,488		69.11
Total Savings Made			(1,292)		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. Purchasing of care packages from the independent sector and undertaking statutory assessments under the Mental Health Act.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
49	2,029	7,780	9,809	(653)	9,156

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
-	24	723	748	(241)	507

Line	A3				
Activity	COMMUNITY & DAY SERVICES - MH				
Description	Partnership payments to SHSCT 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 SHSCT.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	-	116	116	-	116

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	MENTAL HEALTH COMMISSIONING (Division)

Line	A4				
Activity	OLDER PEOPLES MENTAL HEALTH				
Description	Resource centres provided by SHSCFT under the Section 75 Partnership Agreement providing short term care and day care. Staff employed by SHSCT.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	56	2,484	2,539	(191)	2,348

Line	A5				
Activity	SECTOR TEAMS(ASSESSMENT)				
Description	Social work teams providing information, advice and care, assessing the support needs of vulnerable people, agreeing and arranging packages, reviewing care and support.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	238	23	261	-	261

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	118	323	440	(341)	99

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award @ 1%				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	24	-	24	-	24

Line	E3				
Activity	Demand				
Description	demographic growth				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	44	44	-	44

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	MENTAL HEALTH COMMISSIONING (Division)

Line	E4				
Activity	Demand				
Description	Full year effect of 13/14 activity				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	3,052	3,052	-	3,052

Section 3: Summary of Savings

Line	B8				
Activity	Consistent assessments and reviews				
Description	We are introducing more consistent assessment processes across social care and making sure that (a) we only fund services that clearly meet eligible unmet social care needs; and, (b) that these needs are met as cost effectively as possible.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(600)	(600)	-	(600)

Line	B9				
Activity	Re-negotiation of fees payable for services				
Description	Re-negotiation of relatively high cost mental health services to deliver consistent value for money.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(184)	(184)	-	(184)

Line	B10				
Activity	Staffing restructures				
Description	Restructuring staffing across mental health services - includes reducing posts in hospital liaison and integrating work of transcultural team into Community Mental Health Teams.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(258)	(258)	-	(258)

Line	B11				
Activity	Consolidating purchasing for high volume services				
Description	Tapering of block contracts that are no longer being utilised and efficiencies associated with moving to bulk buying of services currently being purchased individually by high numbers of people (using direct payments)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(250)	(250)	-	(250)

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	5,480	(1,499)	3,981	51.99
Total Savings Made			(322)	7.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	LD STRATEGY & DELIVERY				
Description	Housing related support: 1. tenancy support services for people with learning disabilities (including people in supported living services) where supporting people funding contributed to the total budget for care and support and 2. provision of floating tenancy support to people with learning disabilities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	1,843	1,843	(677)	1,166

Line	A2				
Activity	PARTNERSHIP FUNDING & CONTRACT				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	250	1,301	1,551	(610)	941

Line	A3				
Activity	STRATEGIC COMM & PARTNERSHIPS				
Description	Contract management: strategic commissioning for adult social care services which are delivered by VCF and private providers. Joint Strategic Needs Assessment, strategy development eg Carers, prevention, BME, Quality in Care Homes. Partnership contract management for Adult Mental Health, resource management for independent Home Care. Includes monitoring of care homes and other care providers.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
45	1,993	93	2,086	(213)	1,874

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	SOCIAL CARE COMMISSIONING (Division)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award @ 1%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	22	-	22	-	22

Line	E2				
Activity	Demand				
Description	Delivery team for service reconfiguration				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	300	-	300	-	300

Section 3: Summary of Savings

Line	B1				
Activity	Portfolio-wide restructure				
Description	Staff reductions in Commissioning Service as a result of management restructures and the transfer of some staff to self-funding projects (where staff costs are met from the savings the project delivers).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	(322)	-	(322)	-	(322)

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	COMMUNITY SAFETY (Division)

Description of core purpose of Planning Entity	The Community Safety Team have responsibility for managing Cohesion, Migration and Safety issues across the City, including statutory responsibility around the Community Safety Partnership, Domestic Violence and Anti Social Behaviour.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	507	(66)	441		15.10
Total Savings Made			(206)		8.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	POLICY SUPPORT TEAM (PST)				
Description	Supports the delivery on key strategic objectives contained with overall strategy and Joint Strategic Intelligence Assessment (JSIA).				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(125)	(75)	(200)	-	(200)

Line	A2				
Activity	SAFER COMMUNITIES PARTNERSHIP				
Description	This team is responsible for coordinating the Partnership to deliver the city's Community Safety Strategy, JSIA 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 ambitions.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
13	475	233	708	(66)	642

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award @ 1%.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	6	-	6	-	6

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	COMMUNITY SAFETY (Division)

Section 3: Summary of Savings

Line B1					
Activity Review SNO and community Safety function					
Description Restructure of community safety.					
<hr/>					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	(60)	-	(60)	-	(60)

Line B2					
Activity Reduce the number managers					
Description A reduction in the number of managers in the Community Safety Team will take place.					
<hr/>					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(71)	-	(71)	-	(71)

Line B3					
Activity Reduce SCC's discretionary budget					
Description Review SCC's discretionary budget in consultation with affected providers and the wider Voluntary and Community Sector. The review will take into consideration wider spend in the sector through the Council's Grant Aid.					
<hr/>					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(75)	(75)	-	(75)

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LIBRARIES (Division)

Description of core purpose of Planning Entity	Provision to provide under the 1974 Public Libraries & Museums Act 'a comprehensive and efficient library service ' for all those who live, work or are educated in Sheffield. The key roles of the service include the promotion of reading and celebration of books and other media, the provision of welcoming libraries and library spaces, as 'hubs' for Sheffield's successful centres and for celebrating the city's diverse history, locality and culture, and the promotion of lifelong learning.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	6,426	(1,246)	5,181	187.24
Total Savings Made			(900)	70.89

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	LIBRARIES				
Description	The library service is carrying out a detailed review that will determine the future of the service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
187	3,925	2,502	6,426	(1,246)	5,181

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award @ 1%.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	49	-	49	-	49

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LIBRARIES (Division)

Section 3: Summary of Savings

Line	B1					
Activity	Review of Library Service					
Description	The library service is carrying out a detailed review that will determine the future of the service.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	71	(991)	119	(872)	(28)	(900)

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LOCALITY MANAGEMENT (Division)

Description of core purpose of Planning Entity	The Locality Management Team facilitates the 7 Local Area Partnerships (LAPs) that support Ward Members at a community level across the City. The team also supports the Voluntary Community Faith (VCF) sector at a local level including community based funding through Grant Aid.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	3,183	(110)	3,073	14.60
Total Savings Made			(378)	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CENTRAL COSTS				
Description	Community Development and Services, Grant Aid Management to Community based organisations, cohesion management and support to Local Area Partnerships.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	213	45	259	(45)	214

Line	A2				
Activity	LOCALITY AREA				
Description	During 2013/14 significant changes to the role and structure for the team responsible for managing community assemblies was undertaken. This created the newly formed LAPs and changed the support mechanisms for local elected members. This has provided a more streamlined governance and engagement structure in the city. The new arrangements have been implemented and have informed the new team structure.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11	560	331	891	(4)	887

Line	A3				
Activity	COMMUNITY BUILDINGS				
Description	Management of range of Community Buildings across the city to support the development of the VCF sector and local communities.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	-	-

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LOCALITY MANAGEMENT (Division)

Line	A4				
Activity	VOLUNTARY SECTOR				
Description	The team supports VCF development and supports local communities across the city through reduced management team and structure. This coordinates grant aid funding, /mainstream Council and Partnership funding and has resulted in maximising use of external funding.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	2,033	2,033	(61)	1,972

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay award @ 1%.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	6	-	6	-	6

Section 3: Summary of Savings

Line	B1				
Activity	Reduce the VCF grant aid budget				
Description	For 2014/15, the Voluntary Sector Grants fund will prioritise activity that we know has a direct benefit and works. This will mean continuing to support the delivery of Citizen Advice Services by the newly established Sheffield Citizen Advice and Law Centre (SCALC), the provision of Lunch Clubs provided by older people for older people across the City, support for VCF infrastructure services and a discretionary budget to support activity by the VCF sector that helps the most vulnerable people.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(378)	(378)	-	(378)

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	PUBLIC HEALTH COMMUNITY (Division)

Description of core purpose of Planning Entity	Public Health responsibilities transferred to Local Authorities with effect from 1 April 2013. The specific budgets transferred to Communities Portfolio fund prevention and treatment of alcohol and drug dependency, mental health promotion and work to promote the health of people with learning difficulties and other vulnerable adults, general health promotion, and the Community Wellbeing Programme. This is a community based programme operating primarily in the most disadvantaged parts of the City, which builds on community assets to address the root causes of ill health, promote healthier lifestyles and facilitate access to health services.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	12,062	(11,633)	429		38.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	COMMUNITY SERVICES VOLUNTARY				
Description	Public Health commissions the voluntary sector to deliver a number of Public Health services for the delivery of the Healthy Communities 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
-		1,010	1,010	(1,010)	-

Line	A2				
Activity	DRUG & ALCOHOL SERVICES CS				
Description	Public Health commissions a range of community based interventions for drugs and alcohol, including brief interventions through to residential rehabilitation. Interventions are aimed at both harm reduction - reducing the spread of blood borne viruses - and recovery from drug dependence. A procurement exercise is underway to reconfigure and streamline the local services to respond to new challenges in terms of drug trends and to deliver "more for less". 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
15	601	9,258	9,858	(9,430)	429

Line	A3				
Activity	IN HOUSE PROVISION CS				
Description	In house provision includes a Mental Health initiative, the Health Trainers service largely funded through the CCG and work to support people with HIV.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		286	286	(286)	-

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	PUBLIC HEALTH COMMUNITY (Division)

Line	A4					
Activity	PUBLIC HEALTH INFRASTRUCTURE C					
Description	Public Health infrastructure budget funds public health staff in Communities Portfolio who commission, lead and develop public health interventions including working in partnership with other services and organisations. It includes the support and services non pay budget covering mental health, older people, vulnerable groups, VCF infrastructure, community development and the Healthy Communities Programme.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	23	743	165	908	(908)	-

Section 2: Pressures (Form Es) - None Identified

Description	Community Service				Care and Support Services				Commissioning				Business Strategy			
	Libraries £'000	Community Safety £'000	Locality Management £'000	Public Health £'000	Joint LD Service £'000	Assessment and Care Management £'000	Provider Services £'000	Housing Related Services £'000	Contributions to Care £'000	Housing £'000	Mental health £'000	Social Care £'000	Improvement and Development £'000	Quality and Safeguarding £'000	Executive and Portfolio wide £'000	Total £'000
Employees																
Salaries/Wages	3,132	282	605	1,059	7,101	6,614	9,080	3,059	1,240	2,349	1,817	1,756	987	736	250	40,077
Superannuation	564	51	109	191	1,278	1,191	1,634	551	223	423	327	316	179	132	45	7,214
National Insurance	251	23	48	85	568	529	726	245	99	188	145	140	80	59	20	3,206
Other Employee Expenses	3,947	356	762	1,335	8,947	8,334	11,440	3,855	1,562	2,960	2,269	2,212	1,266	927	315	50,497
Premises	1,139	0	15	201	201	195	136	418	18	403	6	2	0	9	0	2,524
Transport	65	2	5	14	421	175	818	55	18	29	70	8	2	7	3	1,692
Supplies & Services	1,205	55	2,027	240	322	287	1,380	1,604	51	427	61	313	38	785	827	9,622
Third Party Payments		95	300	10,060	47,552	67,846	980	1,856		12,780	11,395	3,010		6		155,880
Transfer Payments										5,420						5,420
Central & Departmental Support	4		13	413				112		277					58	877
Other																0
Sub Total	6,360	508	3,122	12,062	57,443	76,837	14,754	7,900	1,631	22,296	13,821	5,545	1,296	1,734	1,203	226,512
Gross Expenditure																
Income	108	67	4	10,668	2,374	784	625	3,593		2,346	568	465		355	66	21,915
Grants	92			955				467		28	375	915		155		3,003
Other Reimbursements & Contributions	680		45		6		2,125	40	24,722	279	66					158
Sales	18				81		82	57	8,030	1,449	324	50		11		27,897
Fees & Charges																10,102
Other Income																0
Corporate Revenue Income	282			10	2,068			1,113		1,460		134	170	18	1,456	6,711
Recharges	1,180	67	49	11,633	4,529	784	2,832	5,270	32,752	5,562	1,333	1,564	170	539	1,522	69,786
Income	5,180	441	3,073	429	52,914	76,053	11,922	2,650	-31,121	16,734	12,488	3,981	1,126	1,195	-319	156,726
Net Expenditure																

Place

	Page Ref	<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	180	37,396	9,126	28,270
Capital & Major Projects	184	9,405	9,092	313
Creative Sheffield	189	3,833	1,395	2,438
Culture & Environment	192	27,462	10,284	17,178
Marketing Sheffield	198	913	134	779
Public Health	200	3,418	3,418	0
Regeneration & Development Services	201	68,878	18,258	50,620
		151,305	51,707	99,598

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	37,396	(9,126)	28,270		157.29
Total Savings Made			(1,450)		2.50

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
3	336	586	922	(419)	503

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
97	3,667	764	4,431	(908)	3,523

Line	A5				
Activity	LICENSING				
Description	Delivery of the Councils' 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
22	740	235	975	(1,130)	(156)

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	413	191	604	(112)	492

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
21	991	192	1,184	(279)	905

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	181	29,099	29,280	(6,278)	23,003

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Legislation				
Description	Service Efficiencies impact on Fees				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	200	200

Line	E2				
Activity	Inflation				
Description	Provision for 1% pay award				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	63	-	63	-	63

Directorate	PLACE
Service	BUSINESS STRATEGY & REGULATION
Planning Entity	BUSINESS STRATEGY & REGULATION (Service)

Line	E3				
Activity	Inflation				
Description	Rent and Rates increase of 3%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	1	1	-	1

Line	E4				
Activity	Inflation				
Description	Provision for energy Inflation at 10%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	8	8	-	8

Line	E5				
Activity	Inflation				
Description	Provision for 3% inflation on Waste contract				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	840	840	-	840

Line	E6				
Activity	Legislation				
Description	Increase of £8 per tonne for Landfill Tax				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	60	60	-	60

Line	E7				
Activity	Loss of Funding/Income				
Description	Development Fund				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	200	200	-	200

Directorate	PLACE
Service	BUSINESS STRATEGY & REGULATION
Planning Entity	BUSINESS STRATEGY & REGULATION (Service)

Section 3: Summary of Savings

Line B1					
Activity Environmental Regulations Efficiency					
Description Combination of increased charges / process redesign (including streamlined processes, increased capture of overhead costs following value for money review).					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(46)	-	(46)	(34)	(80)

Line B2					
Activity Increase of Charges					
Description Inflation increases on fees and charges for all services (not included in other savings proposals). Principally recovery of costs from third parties, and re-charges to projects.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(200)	(200)

Line B3					
Activity Waste Management cost reduction					
Description Identify levers to release savings of up to 15% over the next three years from the integrated waste management contract, balanced against budget pressures and other risks. This will be achieved through contract restructuring, operational efficiencies and improved commerciality.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(1,150)	(1,150)	-	(1,150)

Line B4					
Activity Restructure of Place Strategy Team					
Description Restructure of Place Strategy Team including deletion of 1 FTE post					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(20)	-	(20)	-	(20)

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	9,405	(9,092)	313		126.00
Total Savings Made			(569)		8.90

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	BUSINESS PLANNING & PERFORMANC				
Description	Corporate Asset Management Planning, Asset Review, Support costs for the Public Sector property Forum and Joint Asset Management Board. Business planning for the Property and FM service				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-			-		-

Line	A2				
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	2,976	225	3,201	(3,525)	(325)

Line	A3				
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
-		479	479		479

Directorate	PLACE
Service	CAPITAL & MAJOR PROJECTS
Planning Entity	CAPITAL & MAJOR PROJECTS (Service)

Line	A5				
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
5	512	1,876	2,389	(2,764)	(376)

Line	A6				
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
3	108	230	338	(111)	227

Line	A7				
Activity	ENVIRONMENTAL STRATEGY				
Description	A single small core policy and strategy team providing capability to bring about a step change in the City's challenge on carbon reduction and lead the "Environmentally Responsible City" component of the corporate plan. The team is a strategic service that develops opportunities to engage business in delivering the outcomes which the city will need to move forward on this agenda.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	2	50	52	-	52

Line	A8				
Activity	NEW 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
1	1	54	55	(14)	41

Directorate	PLACE
Service	CAPITAL & MAJOR PROJECTS
Planning Entity	CAPITAL & MAJOR PROJECTS (Service)

Line	A9				
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
31	1,053	1,460	2,513	(2,358)	155

Line	A10				
Activity	STRATEGIC HOUSING				
Description	Part of the Sustainable Development Service, this is a small strategic service that develops opportunities to engage business in delivering the outcomes which the city will need to move forward on the agenda. The team is responsible for bringing in external capital funding rewards for undertaking energy efficiency initiatives to support the major capital projects including the Council's Free Insulation Scheme.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	2	-	2	-	2

Line	A11				
Activity	SUSTAINABLE DEVELOPMENT				
Description	Part of the Sustainable Development Service, this is a small strategic service that develops opportunities to engage business in delivering the outcomes which the city will need to move forward on the agenda. The team is responsible for bringing in external capital funding rewards for undertaking energy efficiency initiatives to support the major capital projects including the Council's Free Insulation Scheme.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10	301	76	377	(320)	57

Directorate	PLACE
Service	CAPITAL & MAJOR PROJECTS
Planning Entity	CAPITAL & MAJOR PROJECTS (Service)

Section 2: Summary of Pressures (Form Es)

Line E1					
Activity Inflation					
Description General salaries inflation of 1% across Capital Delivery Service and Environmental Strategy					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	37	-	37	-	37

Line E2					
Activity Inflation					
Description General salaries inflation of 1% across New Retail Quarter and Strategic Housing					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3	-	3	-	3

Line E3					
Activity Legislation					
Description Increased cost on the Carbon Reduction tax					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	50	50	-	50

Line E4					
Activity Loss of Funding					
Description Loss of income recharge due to the termination of the contract with Hammerson.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	76	76

Line E5					
Activity Loss of Funding					
Description Expected reduction in income due to changes in workload and funding pressures.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	350	350

Directorate	PLACE
Service	CAPITAL & MAJOR PROJECTS
Planning Entity	CAPITAL & MAJOR PROJECTS (Service)

Section 3: Summary of Savings

Line B1					
Activity Sustainable Development Self Financing Model					
Description Self financing model to fund project activity. No subsidy through General Fund.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(143)	(143)

Line B2					
Activity New Retail Quarter					
Description Reduction of 1 DG post due to the termination of the contract with Hammerson					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(76)	-	(76)	-	(76)

Line B3					
Activity Capital Delivery Service					
Description Expected reduction in income due to changes in workload and funding pressures. This will be mitigated through service efficiency measures that are proposed to reduce service overhead staffing costs (support and management) through process improvements and efficiencies and reductions in overhead costs. The reductions in staffing will enable the net surplus to be maintained despite the reductions in income.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	(350)	-	(350)	-	(350)

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.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,833	(1,395)	2,438		26.00
Total Savings Made			(560)		3.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	ACCOUNTABLE BODY PROJECTS				
Description	Projects for which Sheffield City Council acts as the accountable body.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		228	228	(228)	-

Line	A2				
Activity	CORPORATE CS MGT				
Description	Management and all operational costs of the service for Creative Sheffield and in year activity budgets.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	229	165	394	-	394

Line	A3				
Activity	ENTERPRISE				
Description	Delivery of a range of core business support programmes that assist business to start up and grow.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	299	1,759	2,058	(675)	1,383

Line	A4				
Activity	SECTOR GROWTH				
Description	Delivery of core investment and sector development activities that attract external investment into Sheffield, support key employers, and drives growth in our key industry sectors.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	450	(442)	9	(492)	(483)

Directorate	PLACE
Service	CREATIVE SHEFFIELD
Planning Entity	CREATIVE SHEFFIELD (Service)

Line	A5				
Activity	STRATEGY AND SKILLS				
Description	Economic policy and strategy support and activities that promote the development and retention of high level skills and graduate utilisation in Sheffield.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	176	968	1,144	-	1,144

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Inflation on salaries at 1% across all divisions				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	13	-	13	-	13

Line	E2				
Activity	Inflation				
Description	Rent and Rates inflation at 3%.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	4	4	-	4

Line	E3				
Activity	Inflation				
Description	Energy inflation at 10%.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	2	2	-	2

Directorate	PLACE
Service	CREATIVE SHEFFIELD
Planning Entity	CREATIVE SHEFFIELD (Service)

Section 3: Summary of Savings

Line	B1					
Activity	New Business Model					
Description	Integration of various business facing services across First Point for Business, SENTA and the Enterprise Programme into a single Gateway function that provide basic information, advice and signposting. We currently spend in the region of £300k on enterprise coaching, First Point for Business, events and business advisor support. By bringing this together into a single team, jointly managed and operating as a single Gateway function, we believe we can offer a more efficient and better quality service for around £200k					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(100)	(100)	-	(100)

Line	B2					
Activity	Efficiency					
Description	Target reduction in overheads associated with reduced costs of accommodation					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(100)	(100)	-	(100)

Line	B3					
Activity	Service Reduction					
Description	Reduction in enterprise and business growth functions - including rationalisation of existing teams and reduced delivery. We currently invest in SENTA Growth Advisors, the Business Transformation Team and the Sector Growth and Key Account Management functions to deliver core business growth support. With a restructure and merger of these teams and a reduced re-procurement of external support, we believe that we can offer a very effective and improved growth service and deliver a significant saving.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3	(200)	(160)	(360)	-	(360)

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	27,462	(10,284)	17,178		323.38
Total Savings Made			(1,872)		9.20

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
	36	1,210	497	1,707	(1,103)	604

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
	1	63	29	92	-	92

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
	43	1,379	1,197	2,576	(2,877)	(301)

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
26	770	1,233	2,003	(828)	1,176

Line	A5				
Activity	DIRECTOR CULTURE & ENVIRONMENT				
Description	Leadership of the Culture & Environment services, plus leadership of key strategies, projects and partnerships.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	109	141	249	(50)	199

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
12	359	1,151	1,510	(371)	1,139

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
204	6,335	4,457	10,792	(4,613)	6,179

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	50	8,483	8,532	(443)	8,090

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay inflation 1% for Arts, City Centre Management, and Events teams.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	13	-	13	-	13

Line	E2				
Activity	Inflation				
Description	Pay inflation 1% - Bereavement, Director and Parks.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	75	-	75	-	75

Line	E3				
Activity	Inflation				
Description	Rent & rates inflation 3% and energy inflation 10% across City Centre Management and Trusts facilities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	40	40	-	40

Line	E4				
Activity	Inflation				
Description	Rent & rates inflation 3% and energy 10% inflation for Bereavement, Director & Parks.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	45	45	-	45

Directorate	PLACE
Service	CULTURE & ENVIRONMENT
Planning Entity	CULTURE & ENVIRONMENT (Service)

Line	E5				
Activity	Loss of Funding				
Description	Additional Trusts support.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	130	130	-	130

Section 3: Summary of Savings

Line	B1				
Activity	City Centre Management				
Description	Staff reduction (Horticultural Operative) (£25k), Reduced Prudential Borrowing Fees (£23k), Increase in commercial income (£38k) & increase in CCTV and CRAC Radio income (£42k)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(25)	(23)	(48)	(80)	(128)

Line	B2				
Activity	Don Valley Stadium Closure - FYE				
Description	Full year saving of Don Valley Stadium closure				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(650)	(650)	-	(650)

Line	B3				
Activity	Reduction in STT Grant				
Description	Agreed reduction in annual grant to Theatre Trusts				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(64)	(64)	-	(64)

Line	B4				
Activity	Reduction in Events budget				
Description	Reduction in events budget, staff reduction (£20k) and increase income (£30k)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(20)	(20)	(40)	(30)	(70)

Line	B5				
Activity	Museums Sheffield - Reduction in Subsidy				
Description	Agreed Museums Sheffield reduction in subsidy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(150)	(150)	-	(150)

Directorate	PLACE
Service	CULTURE & ENVIRONMENT
Planning Entity	CULTURE & ENVIRONMENT (Service)

Line	B6				
Activity	C&E Efficiency Savings				
Description	Additional income and expenditure efficiencies identified across the whole service area following a review of the 2012/13 out-turn				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(80)	(80)	(50)	(130)

Line	B7				
Activity	Allotments Income				
Description	Increase fees on allotment rents. Advised last year as part of 12 month notice period.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(50)	(50)

Line	B8				
Activity	Increase Bereavement and Parks Income				
Description	Increase fees on bereavement services (5% cremation fees and 7% burial fees) and increase in general income in Parks				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(90)	(90)

Line	B9				
Activity	Urban Country Parks				
Description	Urban Country parks. Switch from formal to informal management/maintenance regimes.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(68)	(32)	(100)	-	(100)

Line	B10				
Activity	Parks Efficiencies				
Description	Staffing reductions (mainly via vacancy management) and savings on cleaning and ICT costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(75)	(50)	(125)	-	(125)

Line	B11				
Activity	Withdrawal of subsidy for Stocksbridge LC (FYE)				
Description	Full year effect of 2013/14 savings.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(125)	(125)	-	(125)

Line	B12				
Activity	Cut in grant to SIV				
Description	Cut in grant to SIV.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(90)	(90)	-	(90)

Directorate	PLACE
Service	CULTURE & ENVIRONMENT
Planning Entity	CULTURE & ENVIRONMENT (Service)

Line	B13				
Activity	Activity Sheffield				
Description	Reduced Outreach programmes, service redesign, operational savings and increased income				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
2	(37)	(31)	(68)	(32)	(100)

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	913	(134)	779		9.24
Total Savings Made			(115)		0.00

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
-	-	428	428	-	428

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
9	349	136	485	(134)	351

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay inflation 1%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	3	-	3	-	3

Directorate	PLACE
Service	MARKETING SHEFFIELD
Planning Entity	MARKETING SHEFFIELD (Division)

Section 3: Summary of Savings

Line	B1				
Activity	Cease Subscriptions				
Description	Cease Visit Peak District subscription				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	(10)	(10)	-	(10)

Line	B2				
Activity	Reduce Financial Subsidy to major events				
Description	Withdrawal of financial subsidy to "Tramlines" festival (£42k) , seek replacement funder to support part of World Snooker funding (£63k net).				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	(105)	(105)	-	(105)

Directorate	PLACE
Service	PLACE PUBLIC HEALTH
Planning Entity	PLACE PUBLIC HEALTH (Service)

Description of core purpose of Planning Entity	<p>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.</p> <p>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.</p> <p>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.</p>
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	3,418	(3,418)	-	7.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	TOBAC, OBES, ENV & SUST				
Description	<p>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 – through to commissioning specific frontline health services for the population, such as stop smoking services, weight management services and community dieticians for the community.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	391	3,027	3,418	(3,418)	-

Section 2: Pressures (Form Es) - 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, Housing Strategy and delivery of the Sheffield Local Housing Company; 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	68,878	(18,258)	50,620		406.44
Total Savings Made			(6,082)		23.70

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CITY DEVELOPMENT DIVISION					
Description	Provides professional support and project management for City Centre and upper and lower Don Valley priority areas.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	10	371	104	475	(401)	74

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
	53	2,742	48,810	51,552	(998)	50,554

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
	4	(296)	108	(188)	-	(188)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

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
	130	4,400	425	4,824	(3,503)	1,321

Line	A5					
Activity	PRECEPTS AND LEVIES					
Description	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. 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.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	1,384	1,384	-	1,384

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Line	A6				
Activity	SUSTAINABLE CITY				
Description	<p>The Service provides the following services:</p> <ul style="list-style-type: none"> Delivers Housing and Neighbourhood Regeneration programmes Professional and project management support to Housing and Neighbourhood Investment Programmes. Provision of non-housing HRA asset management Provision of a Regional Loans Service Delivery of the Sheffield Housing Company Leads on the development of Corporate Housing Strategy and Policy, including City-region strategy development. Supports the Sheffield City Region (SCR) Housing and Regeneration Board, a sub-board of the SCR Local Economic Partnership (LEP). Low Carbon/low emission vehicle programmes Corporate Environmental resilience and responsibility Corporate and City Sustainability Strategy Works closely with external funding agencies and other partners, as well as working with other stakeholder including community and residents groups. 				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
34	1,000	538	1,537	(1,926)	(388)

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> <ul style="list-style-type: none"> Transport Planning. Road Safety and School Crossing Patrol Wardens. Highway Network Management, including Highway Coordination and Intelligent Transport Systems. Transport and Traffic Design & Delivery, including Traffic Regulations. Transport Traffic & Parking Services Business Management, including Public Rights of Way and Air Quality. Parking Services. 				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
174	5,715	3,578	9,293	(11,430)	(2,137)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	General salaries inflation of 1% across City Development Division, Planning and TTAPS.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	78	-	78	-	78

Line	E2				
Activity	Inflation				
Description	General salaries inflation of 1% across Sustainable City, Highway Maintenance Division, Mangement & Support, Planning and TTAPS for Great Place to Live.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	68	-	68	-	68

Line	E3				
Activity	Inflation				
Description	Rent and rates inflation of 3% for TTAPS for Competitive City.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	23	23	-	23

Line	E4				
Activity	Inflation				
Description	Rent and rates inflation of 3% for Highway Maintenance Division for Great Place to Live.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	2	2	-	2

Line	E5				
Activity	Inflation				
Description	Energy inflation of 10% for City Development and TTAPS for Competitive City.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	14	14	-	14

Line	E6				
Activity	Inflation				
Description	Energy inflation of 10% for TTAPS for Great Place to Live.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	1	1	-	1

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Line	E7				
Activity	Demand				
Description	Shortfall in Planning and Parking income.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	400	400

Section 3: Summary of Savings

Line	B1				
Activity	Housing Strategy & Regeneration efficiencies				
Description	Deletion of 2 posts in Housing Strategy out of 2.5 general funded posts. Deletion of 2 posts in Housing Regeneration out of 2.5 general funded posts.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(140)	-	(140)	-	(140)

Line	B2				
Activity	Increase charges				
Description	Increase Section 278 management application fees and Section 38 inspection fees for vehicle crossing applications by third parties. Income generation from advertising (roundabout/roadside). LTP supervision, Amey 3rd party works, NRSWA fees. Also recharging others for electricity, specialist surfacing.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(158)	(158)

Line	B3				
Activity	Increase recharging to capital schemes				
Description	Increase recharging to capital schemes in Transport, Traffic & Parking Services (£59k). Develop a full cost recovery model for Urban and Environmental Design teams consultancy work (£70k).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(129)	(129)

Line	B4				
Activity	Introduce charges for urban design advice				
Description	Charge for advice given to capital or externally funded projects, e.g. Local Growth Fund, Asset Enhancement Programme.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(30)	(30)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SER
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Line	B5				
Activity	Review standards in Streets Ahead contract				
Description	Amend winter maintenance to some priority 2 precautionary gritting.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(100)	(100)	-	(100)

Line	B6				
Activity	Review funds allocated to Streets Ahead contract				
Description	Identify savings, e.g. smaller contingency fund, negotiating a better contract for bridge maintenance.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(100)	(100)	-	(100)

Line	B7				
Activity	Reduce building control activity				
Description	Reduce activity in building control related to structure standards to minimum activity required to manage condition of buildings.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(38)	(38)	-	(38)

Line	B8				
Activity	Review skills mix in Regen & Development Services				
Description	Review of skills mix and workforce development needs to include more graduate level posts.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(100)	-	(100)	-	(100)

Line	B9				
Activity	Additional advertising- arterial routes/ring road				
Description	Extend contract currently held by JC Decaux to include large format and/or dynamic advertising formats.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(200)	(200)

Line	B10				
Activity	Highway Maintenance Service efficiencies				
Description	Reduce staff in Highway Maintenance.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(192)	-	(192)	-	(192)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Line B11					
Activity Urban Design Service efficiencies					
Description Reduce Sustainable Development and Design Panel to a basic service. Reduce staff in urban design (1fte).					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(52)	-	(52)	-	(52)

Line B12					
Activity Road Safety					
Description Increase the balance of schools- funded crossing patrols. Increase recharges to LSTF for road safety. Reduce child pedestrian trainers.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(35)	-	(35)	(25)	(60)

Line B13					
Activity Public Rights of Way					
Description Increase recharge of rights of way improvement schemes to capital. Reduce staff.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(72)	(10)	(82)	(29)	(111)

Line B14					
Activity Efficient contract management					
Description 14/15 savings identified during 13/14 business planning process: Anticipated financial savings through efficient contract management.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(85)	(85)	-	(85)

Line B15					
Activity Identify levers to release savings-contracts/levy					
Description Identify levers to release savings of up to 15% over the next 3 years from contracts and levies balanced against budget pressures/other risks- Streets Ahead; ITA levy.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(3,935)	(3,935)	-	(3,935)

Line B16					
Activity TTAPS- Business Management efficiencies					
Description Closure of 10 storage units used by TTAPS- Carbrook					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(15)	(15)	-	(15)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Line	B17				
Activity	Car Parking Efficiencies				
Description	Delete 2 FTE Civil Enforcement Officer posts in Parking Services				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(60)	-	(60)	-	(60)

Line	B18				
Activity	Highways Network Management				
Description	Increase Network Management fees by 2.5% to reflect inflation				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(11)	(11)

Line	B19				
Activity	Development Control				
Description	Increase in pre-application charges for Planning Applications following successful launch of the scheme in 2013/14				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(25)	(25)

Line	B20				
Activity	Forward Area Planning				
Description	Recharge Forward & Area Planning Officers' time to secured Local Growth Fund projects to support housing delivery (£65k) and to Kier for P&FM work in assets disposals (£35k).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(100)	(100)

Line	B21				
Activity	City Development Division				
Description	Recharge City Regeneration Officers' time to Heritage Lottery Fund (Castlegate) and to developments/new funding streams.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(100)	(100)

Line	B22				
Activity	Forward Area Planning efficiencies				
Description	Delete 2 FTE posts in Forward & Area Planning				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(80)	-	(80)	-	(80)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
Planning Entity	REGENERATION & DEVELOPMENT SER (Service)

Line	B23				
Activity	Development Control Efficiencies				
Description	Delete Enforcement Assistant post in Development Management (£33k), delete 2 FTE posts in Development Management/Control (£80k)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(113)	-	(113)	-	(113)

Line	B24				
Activity	Highways Network Management Efficiencies				
Description	Delete 2 FTE posts in Network Management				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(50)	-	(50)	-	(50)

Line	B25				
Activity	City Development Division Efficiencies				
Description	Reduce 0.7 FTE posts in City Development Division				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(27)	-	(27)	-	(27)

Line	B26				
Activity	Vision & Strategy Efficiencies				
Description	Delete 1 FTE School Travel Planner post in Transport Strategy (or recharge schools if possible). Delete 1 FTE Transport Planner.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(36)	-	(36)	(35)	(71)

Description	Regeneration & Development Services	Business Strategy & Regulation	Culture & Environment	Capital & Major Projects	Public Health	Creative Sheffield	Marketing Sheffield	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employees								
Salaries/Wages	10,195	5,075	7,977	3,864	326	880	275	28,592
Superannuation	1,937	827	1,332	730	35	167	53	5,082
National Insurance	816	386	550	313	25	70	21	2,181
Other Employee Expenses	984	39	415	49	5	37	0	1,528
Sub Total	13,932	6,327	10,274	4,955	391	1,155	349	37,383
Premises	4,547	166	3,165	2,046	0	137	201	10,262
Transport	342	204	1,561	54	1	20	4	2,186
Supplies & Services	2,537	2,501	8,734	527	18	2,264	360	16,941
Third Party Payments	46,523	27,943	3,023	225	2,331	240	0	80,285
Transfer Payments	0	0	0	0	0	0	0	0
Central & Departmental Support	744	255	582	1,497	678	17	0	3,773
Other	254	0	122	100	0	0	0	476
Gross Expenditure	68,878	37,396	27,462	9,405	3,419	3,833	913	151,305
Income								
Grants	440	200	234	0	3,413	1,143	0	5,429
Other Reimbursements & Contributions	275	552	661	3	0	0	0	1,490
Sales	8	1,187	90	0	0	0	0	1,284
Fees & Charges	13,609	5,663	4,860	158	0	0	134	24,424
Other Income	1,343	248	790	3,988	0	0	0	6,369
Corporate Revenue Income	0	5	0	0	0	0	0	5
Recharges	2,584	1,272	3,650	4,942	6	251	0	12,705
Income	18,258	9,126	10,284	9,092	3,419	1,394	134	51,706
Net Expenditure	50,620	28,270	17,178	313	0	2,439	779	99,599

Policy, Performance & Communications

	Page Ref	<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	212	4,281	1,788	2,493
Public Health	215	2,441	2,576	-135
		6,722	4,364	2,358

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 PPC service includes the following areas: Policy and Improvement, Performance and Research, Elections Equality & Involvement, Communications and Public Health Intelligence.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	4,281	(1,788)	2,493	72.34
Total Savings Made			(321)	5.80

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; design and print 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
	36	1,045	673	1,718	(1,479)	239

Line	A2					
Activity	ELECTIONS					
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
	6	213	508	720	(10)	710

Directorate	POLICY PERFORMANCE AND COMMS
Service	POLICY, PERFORMANCE & COMMS SE
Planning Entity	POLICY, PERFORMANCE & COMMS SE (Service)

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
5	235	24	259	-	259

Line A4					
Activity HRA COMMS					
Description The HRA Communications Team works as part of the Council's communications service to provide a comprehensive communications service to the Council Housing Service. This is delivered under a Service Level Agreement and is funded by the Housing Revenue Account, and covers the full range of communication activity with Council tenants (including campaigns, media work, publications, website and social media etc.) and internal communications for the Housing service.					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	172	97	269	(269)	-

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. We support work carried out across all portfolios in the council.					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	226	46	272	(30)	242

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
15	886	158	1,043	-	1,043

Directorate	POLICY PERFORMANCE AND COMMS
Service	PUBLIC HEALTH
Planning Entity	PUBLIC HEALTH

Description of core purpose of Planning Entity	
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,441	(2,576)	(135)		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	PUBLIC HEALTH - DPH				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	841	1,265	2,106	(2,241)	(135)

Line	A2				
Activity	PUBLIC HEALTH - INTELLIGENCE				
Description	Surveillance, monitoring and assessment of health and wellbeing and the determinants of health and wellbeing and development of the public health evidence base and knowledge.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	314	21	335	(335)	-

Section 2: Pressures (Form Es) - None Identified

Portfolio: Policy, Performance and Communications

<u>Description</u>	<u>Policy, Performance & Communication</u> <u>£'000</u>	<u>Public Health</u> <u>£'000</u>	<u>Total Policy Performance & Communications</u> <u>£'000</u>
<u>Employees</u>			
Salaries/Wages	2,148	791	2,939
Superannuation	408	150	558
National Insurance	189	70	259
Other Employee Expenses	21	20	41
<u>Sub Total</u>	<u>2,766</u>	<u>1,031</u>	<u>3,797</u>
Premises	0		0
Transport	11	4	15
Supplies & Services	949	60	1,009
Third Party Payments	535	972	1,507
Transfer Payments			0
Central & Departmental Support			0
Other		300	300
<u>Total</u>	<u>4,261</u>	<u>2,367</u>	<u>6,628</u>
<u>Income</u>			
Grants		2,502	2,502
Other Reimbursements & Contributions			0
Sales			0
Fees & Charges	192		192
Other Income			0
Corporate Revenue Income			0
Recharges	1,576		1,576
<u>Income</u>	<u>1,768</u>	<u>2,502</u>	<u>4,270</u>
<u>Total</u>	<u>2,493</u>	<u>-135</u>	<u>2,358</u>

Resources

	Page Ref	<u>Gross Expenditure</u> <u>£000</u>	<u>Gross Income</u> <u>£000</u>	<u>Net Expenditure</u> <u>£000</u>
Business Information Solutions	218	1,701	1,134	567
Commercial Services	219	2,162	1,887	275
Commercial Services Savings	221	-50	820	-870
Customer First	222	898	0	898
Customer Services	223	4,578	2,725	1,853
Finance	226	7,253	1,829	5,424
Human Resources	230	4,079	1,528	2,551
Legal Services	232	5,444	2,086	3,358
Resources Management & Planning	235	1,664	551	1,113
Transport and Facilities Management	237	34,408	19,705	14,703
Sub-total		<u>62,137</u>	<u>32,265</u>	<u>29,872</u>
<u>Central Costs</u>				
Central Costs	240	9,449	7,164	2,285
Finance - Capita	241	12,387	21	12,366
Housing Benefit	242	193,725	192,723	1,002
Human Resources - Capita	243	2,032	141	1,891
ICT - Capita	244	10,264	2,127	8,137
Sub-total		<u>227,857</u>	<u>202,176</u>	<u>25,681</u>
		289,994	234,441	55,553

Directorate	RESOURCES
Service	BUSINESS INFORMATION SOLUTIONS
Planning Entity	BUSINESS INFORMATION SOLUTIONS (Service)

Description of core purpose of Planning Entity	Business Information Solutions (BIS) is responsible for the strategy, governance, assurance and policy relating to ICT activity across Sheffield City Council and associated partners, including governance of the outsourced ICT contract.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,701	(1,134)	567	65.15
Total Savings Made			-	0.00

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 Transformation 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
	65	1,710	(228)	1,482	(1,134)	348

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
	-	-	219	219	-	219

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Pay Award 1%					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	12	-	12	-	12

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	2,162	(1,887)	275		45.80
Total Savings Made			(200)		2.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	ASSISTANT COMM DIRECTOR TEAM 1					
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
	19	752	6	758	(659)	100

Line	A2					
Activity	ASSISTANT COMM DIRECTOR TEAM 2					
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
	25	425	2	427	(526)	(100)

Line	A4					
Activity	COMMERCIAL DIRECTOR					
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
	2	825	151	977	(702)	275

Directorate	RESOURCES
Service	COMMERCIAL SERVICES
Planning Entity	COMMERCIAL SERVICES (Service)

Section 2: Summary of Pressures (Form Es)

Line E1					
Activity Inflation					
Description Assumed 1% pay increase					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	19	-	19	-	19

Section 3: Summary of Savings

Line B1					
Activity Commercial Services					
Description Deletion of a vacant Assistant Director post.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(75)	-	(75)	-	(75)

Line B2					
Activity Commercial Services					
Description Saving delivered through service restructure					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(60)	-	(60)	-	(60)

Line B3					
Activity Contract Management and Commissioning Toolkits					
Description Grow external sales (to other Local Authorities) of the SCC Contract Management and Commissioning toolkits.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(30)	(30)

Line B4					
Activity Commercial Services Supplies and Services					
Description Reduction in supplies and services spend.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(35)	(35)	-	(35)

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.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	(50)	(820)	(870)		0.00
Total Savings Made			(50)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	COMMERCIAL DIRECTOR				
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
-	-	(50)	(50)	(820)	(870)

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1				
Activity	Cashable Procurement savings				
Description	Increase existing cashable procurement savings through identification of opportunities for contract rebates.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(50)	(50)	-	(50)

Directorate	RESOURCES
Service	CUSTOMER FIRST
Planning Entity	CUSTOMER FIRST (Service)

Description of core purpose of Planning Entity	The service includes the ongoing running costs of the ICT functionality implemented as part of the Customer First programme.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	898	-	898		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	CUSTOMER SERVICES				
Description	This service includes the ongoing running costs of the ICT functionality which was implemented as part of the Customer First programme				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		898	898		898

Line	A2				
Activity	CUSTOMER SERVICES PROJECTS				
Description	This service includes the implementation costs of the Customer First programme				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	500	(500)	-	-	-

Section 2: Pressures (Form Es) - 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.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	4,578	(2,725)	1,853	146.38
Total Savings Made			(535)	22.50

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
146	4,036	542	4,578	(2,725)	1,853

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding				
Description	As part of the Customer First Programme business case, savings are required to be made in order to fund the ongoing IT costs resulting from the investment in technology.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	438	438	-	438

Line	E2				
Activity	Inflation				
Description	Assumed 1% pay increase				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	39	-	39	-	39

Line	E3				
Activity	Loss of Funding				
Description	Reduction in Housing SLA for First Point Service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	38	38

Directorate	RESOURCES
Service	CUSTOMER SERVICES
Planning Entity	CUSTOMER SERVICES (Service)

Section 3: Summary of Savings

Line		B1			
Activity		Customer Service			
Description		Deletion of one DG7 Head of Service post			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(70)	-	(70)	-	(70)

Line		B2			
Activity		City Wide Alarms			
Description		Externalisation of City Wide Care Alarm Service.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	(100)	-	(100)	-	(100)

Line		B3			
Activity		Investigation Fund			
Description		Reduction in Complaints Investigation Fund.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(5)	(5)	-	(5)

Line		B5			
Activity		Customer Care Service			
Description		Increase in Housing SLA for management of the Customer Care Service.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	-	-	-	(72)	(72)

Line		B7			
Activity		Service Restructure			
Description		Full restructure of Customer Services.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	(170)	-	(170)	-	(170)

Directorate	RESOURCES
Service	CUSTOMER SERVICES
Planning Entity	CUSTOMER SERVICES (Service)

Line	B8					
Activity	City Wide alarms out of hours - full year effect					
Description	The out of hours City Wide Alarms service was outsourced to a third party provider with a budget effect from 1/6/13 resulting in a part year saving in 2013/14. This proposal reflects the additional full year effect of that saving in 2014/15					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	(80)	-	(80)	-	(80)

Line	B9					
Activity	Staffing reduction due to SLA income reduction					
Description	Staffing reduction to meet the reduction of income as per the service level agreement (SLA)					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	2	(38)	-	(38)	-	(38)

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	7,253	(1,829)	5,424		156.85
Total Savings Made			(901)		21.04

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
77	2,782	24	2,807	(1,155)	1,652

Line	A2				
Activity	EXTERNAL 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
10	468	1	469	-	469

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	417	(150)	267	-	267

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A4					
Activity	FINANCIAL SYSTEMS SUPPORT GROUP/ 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	1,071	695	1,765	-	1,765

Line	A5					
Activity	INCOME CONTROL AND MANAGEMENT / REVENUES & BENEFITS					
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
	22	717	128	844	(110)	735

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
	12	573	6	579	(0)	579

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
10	514	7	522	(564)	(43)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Assumed 1% pay increase				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	65	-	65	-	65

Line	E2				
Activity	Loss of Funding				
Description	Drop out of temporary funding for establishment				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	261	-	261	-	261

Line	E3				
Activity	Demand				
Description	Reduction in income from schools purchasing finance services due to conversions to academies				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	70	70

Line	E4				
Activity	Loss of Funding				
Description	Reduced potential for income through VAT recovery				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	100	100

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	E5				
Activity	Loss of Funding				
Description	Reduced income into internal audit from recharges to housing revenue account				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	27	27

Section 3: Summary of Savings

Line	B1				
Activity	Staff savings				
Description	Full year impact of vacancy management during 2013/14				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	(217)	-	(217)	-	(217)

Line	B2				
Activity	Service restructure / MER				
Description	Reductions in grades 5-8 through the Managing Employee Reductions (MER) process				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14	(532)	-	(532)	-	(532)

Line	B3				
Activity	Project recharges				
Description	Increase traded income from Project and Commercial Finance team				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(52)	(52)

Line	B4				
Activity	Income from recovery of 60 day debts				
Description	Income through recovery by Income Collection team of debts over 60 days old for which a bad debt provision has been taken				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(100)	(100)

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	4,079	(1,528)	2,551		74.70
Total Savings Made			(538)		14.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	HUMAN RESOURCES (NON SCHOOLS)				
Description	HR services- these comprise- HR Advisory, change and case work services/ HR specialist services e.g.policy/payand reward/ employee relations/ Learning and development/ Occupational Health / Health and safety/ Business partnering/ Talent Pool/Client arrangements for the Capita contract.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
66	1,862	1,149	3,011	(657)	2,354

Line	A2				
Activity	SCHOOLS HR				
Description	Schools Statutory and Strategic.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	938	130	1,068	(871)	197

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Assumed 1% pay rise				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	25	-	25	-	25

Line	E2				
Activity	Loss of Funding				
Description	Establishment not fully funded in 13/14				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	250	-	250	-	250

Directorate	RESOURCES
Service	HUMAN RESOURCES
Planning Entity	HUMAN RESOURCES (Service)

Section 3: Summary of Savings

Line B1					
Activity Occupational health					
Description Outsource of the occupational health service to third party provider					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(60)	-	(60)	-	(60)

Line B2					
Activity HR restructure					
Description Restructure of HR service through the Managing Employee Reductions (MER) process					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11	(398)	-	(398)	-	(398)

Line B3					
Activity Reduction of Legal fees provision					
Description Reduce provision in budget for legal fees arising from potential tribunals in schools					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(80)	(80)	-	(80)

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.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	5,444	(2,086)	3,358	92.68
Total Savings Made			(250)	6.00

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, the Audit Committee and running the Lord Mayor's office.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	11	383	120	503	(63)	440

Line	A2					
Activity	LEGAL SERVICES					
Description	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.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-		-	-	-	-

Line	A3					
Activity	LEGAL SERVICES - PEOPLE					
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
	25	1,085	19	1,104	(573)	531

Directorate	RESOURCES
Service	LEGAL SERVICES
Planning Entity	LEGAL SERVICES (Service)

Line	A4				
Activity	LEGAL SERVICES - PLACE				
Description	To provide high quality legal advice regarding places and property (residential and commercial) 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
28	999	4	1,002	(1,042)	(39)

Line	A5				
Activity	LEGAL-BUSINESS & REGISTRATION				
Description	Deliver value for money Statutory and Regulatory Services including the Director and Assistant Directors salaries, Practice Management, trainee solicitor costs and Local Land Charges.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12	545	307	851	(404)	447

Line	A6				
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
-	-	1,562	1,562	(5)	1,557

Line	A7				
Activity	MEMBERS SUPPORT				
Description	High quality administrative and secretarial support to Elected Members.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14	299	17	316	-	316

Directorate	RESOURCES
Service	LEGAL SERVICES
Planning Entity	LEGAL SERVICES (Service)

Line	A8				
Activity	POLITICAL ASSTS & GROUP SUPPRT				
Description	Political assistants and group support officers provide policy and research capacity for the major political groups and support groups administration				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	105	1	106		106

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay Award 1%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	34	-	34	-	34

Section 3: Summary of Savings

Line	B1				
Activity	Reduction in posts in Legal Services				
Description	Staff reductions				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(215)	-	(215)	-	(215)

Line	B2				
Activity	Reduction in posts in Democratic Services				
Description	Staff Reductions				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(32)	-	(32)	-	(32)

Line	B5				
Activity	Increased income				
Description	Further agreed recharges to Portfolios by Democratic Services				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(3)	(3)

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.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,664	(551)	1,113		49.15
Total Savings Made			(120)		5.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	INSURANCE, RISK MANAGEMENT AND BUSINESS SUPPORT					
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
	46	1,428	89	1,517	(551)	966

Line	A2					
Activity	MANAGEMENT					
Description	Resources directorate executive management.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3	175	(28)	147	-	147

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Assumed 1% pay increase					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	11	-	11	-	11

Directorate	RESOURCES
Service	RESOURCES MANAGEMENT & PLANNING
Planning Entity	RESOURCES MANAGEMENT & PLANNING (Service)

Section 3: Summary of Savings

Line	B1					
Activity	Business support					
Description	Reorganisation of Business Support Service (dependent on structure of Resources and where the Business Support service is located).					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	5	(120)	-	(120)	-	(120)

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.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	34,408	(19,705)	14,703		271.02
Total Savings Made			(1,100)		20.11

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
63	2,201	22,881	25,082	(10,380)	14,702

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
169	3,396	828	4,224	(5,258)	(1,035)

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	727	2,445	3,172	(3,065)	107

Directorate	RESOURCES
Service	TRANSPORT AND FACILITIES MGT
Planning Entity	TRANSPORT AND FACILITIES MGT (Service)

Line	A4				
Activity	WORKPLACE				
Description	Staffing costs for the 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	144	1	145	(80)	65

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
20	784	1,003	1,786	(922)	864

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay Award 1%				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	80	-	80	-	80

Section 3: Summary of Savings

Line	B1				
Activity	Kier/Kier Aset Partnership Contract reductions				
Description	Kier/Kier Aset Partnership Contract reductions				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(500)	(500)	-	(500)

Line	B2				
Activity	Employee Savings thr' VER/VS Asset Management				
Description	Reduction of posts through VER/VS opportunities, deletion of vacant posts, reconfiguration of Asset management service				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
16	(500)	-	(500)	-	(500)

Directorate	RESOURCES
Service	TRANSPORT AND FACILITIES MGT
Planning Entity	TRANSPORT AND FACILITIES MGT (Service)

Line	B3					
Activity	Employee Savings thr' VER/VS Transport service					
Description	Reduction in posts through VER/VS opportunities in the Transport Service					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	4	(100)	-	(100)	-	(100)

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	9,449	(7,164)	2,285		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A3				
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
-	7,602	1,847	9,449	(7,164)	2,285

Section 2: Pressures (Form Es) - 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:-</p> <p>Council Tax - billing, collection and recovery of local taxes raised by the authority (call handling and in-person access).</p> <p>Business Rates - billing, collection and recovery of Business Rates.</p> <p>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 (call handling and in-person access).</p> <p>Accounts Receivable - print and dispatch and sundry debtor's accounts.</p> <p>Purchase to Pay - the receipt, scanning and indexing of invoices for supplies and services. Cash collection services for the Council</p>
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	12,387	(21)	12,366	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	Income	Net Revenue Expenditure
-		12,387	12,387	(21)	12,366

Section 2: Pressures (Form Es) - 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	193,725	(192,723)	1,002		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
-		193,725	193,725	(192,723)	1,002

Section 2: Pressures (Form Es) - 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	2,032	(141)	1,891	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
-		2,032	2,032	(141)	1,891

Section 2: Pressures (Form Es) - 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	10,264	(2,127)	8,137		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
	-		10,264	10,264	(2,127)	8,137

Section 2: Pressures (Form Es) - None Identified

Portfolio: Resources

Description	Business Information Solutions £'000	Central Costs £'000	Commercial Services £'000	Commercial Services Savings £'000	Customer Services £'000	Customer First £'000	Finance £'000	Human Resources £'000	Legal Services £'000	Resources Management & Planning £'000	Transport & Facilities Management £'000	Total Resources £'000
Employees												
Salaries/Wages	2,069		1,662		3,295		4,895	2,581	2,670	1,208	5,857	24,237
Superannuation	384		310		510		967	474	524	205	863	4,237
National Insurance	188		145		236		398	217	229	104	290	1,807
Other Employee Expenses	10	7,602	10		21		48	-112	16	15	379	7,989
Sub Total	2,651	7,602	2,127	0	4,062	0	6,308	3,160	3,439	1,532	7,389	38,270
Premises	0	0	7		17		1	20	0	40	15,242	15,327
Transport	3	0	20		11		22	23	59	2	1,881	2,021
Supplies & Services	-250	2,379	166		554	898	912	285	1,860	49	2,993	9,846
Third Party Payments	0	221	196						0		0	417
Transfer Payments	0	193,843							0		0	193,843
Central & Departmental Support		24,853					10	261	84	2	6,239	31,449
Other	219	0							0		19	238
Total	2,623	228,898	2,516	0	4,644	898	7,253	3,749	5,442	1,625	33,763	291,411
Income												
Grants	0	198,674					18	200	0		0	198,892
Other Reimbursements & Contributions	0	0	580	870			100		0		181	1,731
Sales	0	0							0		30	30
Fees & Charges	401	275	225		1,019		677	179	526		2,794	6,096
Other Income	0	1,116	160						0		404	1,680
Corporate Revenue Income	0	0							0		0	0
Recharges	1,655	3,152	1,276		1,772		1,034	819	1,558	512	15,651	27,429
Total	2,056	203,217	2,241	870	2,791	0	1,829	1,198	2,084	512	19,060	235,858
Net Expenditure	567	25,681	275	-870	1,853	898	5,424	2,551	3,358	1,113	14,703	55,553

Original Budget 2013/14	<u>Summary Revenue Budget</u>	Original Budget 2014/15
£000		£000
	Portfolio budgets:	
81,274	Children Young People and Families	70,612
160,883	Communities	156,726
101,960	Place	99,599
8,741	Policy Performance and Communications	2,358
57,985	Resources	55,553
<u>410,843</u>		<u>384,848</u>
	Corporate Budgets:	
	Specific Grants	
-1,642	Council Tax Freeze Grant for 2013/14	0
0	Council Tax Freeze Grant for 2014/15	-1,968
-9,683	NHS Funding	-12,399
0	Business Rates Transitional Grant	-1,079
-65,068	PFI Grant	-71,116
-4,479	New Homes Bonus (LGF)	-6,397
	Corporate Items	
9,000	Redundancy Provision	11,200
1,000	Pension Costs	9,750
1,229	Digital Region	0
500	Hardship Fund	500
-500	Review of Management Costs	0
-450	Improved debt collection	-250
6,642	New Homes Bonus (LGF)	5,036
-3,400	Public Health Savings	0
400	Keep Sheffield Working Fund	0
3,000	Contingency - Adults Social Care Pressures	3,716
24,344	Schools and Howden PFI	24,747
0	Enhancements	-1,300
0	Infrastructure Investment in NRQ / St Pauls	400
82	Payment to Parish Councils	82
1,000	Fairness Commission	0
2,402	Other	2,874
34,694	ITA Levy	31,384
38,237	Capital Financing costs	37,282
35,275	MSF capital financing costs	28,117
-6,000	Contribution from Reserves	5,821
<u>477,426</u>	Total Expenditure	<u>451,248</u>
	Financing of Net Expenditure	
-190,105	Revenue Support Grant	-157,460
-95,265	NNDR/Business Rates Income	-100,898
-27,800	Business Rates Top Up Grant	-28,342
-164,256	Council Tax income	-164,377
0	Collection Fund surplus	-171
<u>-477,426</u>	Total Financing	<u>-451,248</u>

**CHILDREN
YOUNG PEOPLE
AND FAMILIES**

COMMUNITIES

PLACE

**POLICY
PERFORMANCE
& COMMUNICATION**

RESOURCES

Total

<u>Description</u>	<u>CHILDREN YOUNG PEOPLE AND FAMILIES</u> £'000	<u>COMMUNITIES</u> £'000	<u>PLACE</u> £'000	<u>POLICY PERFORMANCE & COMMUNICATION</u> £'000	<u>RESOURCES</u> £'000	<u>Total</u> £'000
Employees						
Salaries/Wages	49,279	40,077	28,592	2,939	24,237	145,125
Superannuation	8,291	7,214	5,082	558	4,237	25,382
National Insurance	3,656	3,206	2,181	259	1,807	11,109
Other Employee Expenses	6,662	0	1,528	41	7,989	16,219
Sub Total	67,888	50,497	37,383	3,797	38,270	197,834
Premises	2,585	2,524	10,262	15	15,327	30,713
Transport	6,371	1,692	2,186	1,009	2,021	13,279
Supplies & Services	44,187	9,622	16,941	1,507	9,846	82,103
Third Party Payments	294,921	155,880	80,285	0	417	531,503
Transfer Payments	755	5,420	0	0	193,843	200,018
Central & Departmental Support	36,950	877	3,773	300	31,449	73,348
Other	6	0	476	0	238	720
Gross Expenditure	453,662	226,512	151,305	6,628	291,411	1,129,518
Income						
Grants	319,865	21,915	5,429	2,502	198,892	548,603
Other Reimbursements & Contributions	1,758	3,003	1,490	0	1,731	7,982
Sales	3,623	158	1,284	0	30	5,095
Fees & Charges	20,536	27,897	24,424	192	6,096	79,145
Other Income	2,743	10,102	6,369	0	1,680	20,895
Corporate Revenue Income	0	0	5	0	0	5
Recharges	34,525	6,711	12,705	1,576	27,429	82,946
Income	383,050	69,786	51,706	4,270	235,858	744,670
Net Expenditure	70,612	156,726	99,599	2,358	55,553	384,848

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 2014/15 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 2014-19 Medium Term Financial Strategy period.
3. This assessment of reserves is even more important in the context of the significant and sustained cuts in central government funding in the five years from 2011/12 to 2015/16, and the likelihood of continued cuts thereafter. 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 2012/13 <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 34 of £169m as at 31 March 2013. 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 that this reserves strategy and budget report to Cabinet and Full Council is concerned with.

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, £105m of the "usable reserves" are irrelevant, namely:

- Schools reserves of £16m
- Housing revenue account reserves of £23m
- Capital reserves of £66m, 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 £63m 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. The following table shows the split of earmarked and non-earmarked reserves -

of the £63m as at 31 March 2013, all but £11m is set aside as earmarked reserves for future liabilities. The table below shows that next year earmarked reserves levels are planned to increase by £6m. This is primarily as a result of the transfer of Highways PFI grant to reserves to fund future increases in unitary charge payments relating to the Streets Ahead project and also the step-up in amounts being repaid to the Invest to Save Reserve (which is currently in deficit and has to be repaid by 2015).

7. Summary Estimate of Non-Earmarked & Earmarked Reserves at 31 March 2014 & 31 March 2015

Description	Balance at 31/03/14 £000	Movement in 2014/15 £000	Balance at 31/03/15 £000
Non-earmarked Reserves			
General Fund Reserve	11,270	0	11,270
	11,270	0	11,270
Earmarked Reserves			
Invest to Save Reserve:			
Projects	(612)	6,497	5,885
Capita Contract	(9,082)	3,576	(5,506)
Customer First	(11,279)	(289)	(11,568)
Investment Fund	2,459	1,500	3,959
Total Invest to Save Reserve:	(18,514)	11,283	(7,231)
PFI Reserve	17,367	(254)	17,113
Highways PFI Reserve	(5,192)	8,950	3,758
Total PFI Reserve	12,175	8,696	20,871
Major Sporting Facilities	33,226	(9,662)	23,564
Local Growth Fund	2,509	1,361	3,870
Insurance Fund Reserve	7,779	(3,000)	4,779
Other earmarked	24,421	(2,858)	21,563
Total Earmarked Reserves	61,596	5,821	67,417
Total Revenue Reserves	72,866	5,821	78,687

* 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

8. 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.
9. Non-earmarked General Fund Reserves (the “working balance”) are estimated to be £11.3m at 31 March 2014, representing only 2.5% of the 2014/15 budget (at the maximum net budget requirement of £451.2m). If this £11.3m 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.
10. 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...”
11. The report also noted that the average (median) unallocated reserves in individual single tier councils (like Sheffield) is 5 per cent. Sheffield’s level of general fund reserves at 2.5% of the 2013/14 net revenue budget is well below these benchmarks. It is also low in comparison to most other major cities. Sheffield’s level of general fund reserves as a proportion of the net revenue budget has increased by 0.1% since the 2013/14 budget was set; this is due to the 2014/15 net revenue budget reducing by £26m. The table below shows that the only similar Councils with a lower level of reserves as a percentage of their 2013/14 net revenue budgets are Birmingham and Bristol.
12. In a financial healthcheck report commissioned in 2013 from Grant Thornton, who now undertake 40% of External Audit appointments for local authorities, it was concluded that the Council should increase the

level of its reserves “to bring them more into line with comparable authorities, if appropriate and possible”. Using Grant Thornton’s measure, Sheffield has the 12th lowest level of reserves out of a group of 16 “nearest neighbours”.

	Estimated Reserves 31 March 2014	% of Net Revenue Budget (2013/14)
Birmingham	£19.4million	1.9%
Bristol	£6.9million	1.8%
Leeds	£16.7million	2.9%
Liverpool	£24.8million	4.9%
Manchester	£20.7million	4.2%
Newcastle	£10.1million	3.7%
Nottingham	£9.5million	3.3%
Sheffield	£11.3million	2.5%

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. Some of the reserves are in deficit because we are “borrowing” some of our reserves internally to invest temporarily in projects on an invest-to-save basis.

Invest to Save Projects (£5.9m)

15. The Council's Modern and Efficient Council programme has started to deliver a number of core infrastructure and business transformation projects that are essential to the future success of the Council's business operations.
16. This reserve is currently in deficit because it has funded up front investment in the Capita contract (mainly ICT investment) and various Transformation projects (e.g. procurement savings and changes in finance including replacement of the council's finance system). However, planned repayments of £6.5m in 2014/15 will ensure that the deficit on this reserve is repaid by March 2015.
17. These projects have been funded on an invest-to-save basis with savings being used in two ways:
- to repay the reserve by 2015/16
 - an annual contribution, now £3.5m to support the revenue budget.

Capita Contract (In deficit by £5.5m)

18. The Capita contract included a significant additional investment in the early years, principally to update the Council's ICT infrastructure. This will be repaid from savings in the contract price over the life of the contract.

Customer First (In deficit by £11.6m)

19. This is the funding from reserves for the Customer First programme. This will be repaid as part of the overall repayment of the Invest to Save reserve by 2015/16.

Investment Fund (£4.0m)

20. This reserve is funded by an annual contribution of £1.5m from the revenue budget. Its purpose is two-fold:
- to ensure that a fresh source of one-off funding is available to support new invest-to-save schemes which will facilitate future budget savings
 - to mitigate the risk of a delay to the repayment of the overall Invest to Save.

Private Finance Initiative (PFI) Reserve (£20.9m)

21. 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.

22. However, as explained above we are using these reserves temporarily to cash flow invest-to-save investments, as well as the project costs for Streets Ahead (£12m). The reserve starts to reduce from 2017/18.

Major Sporting Facilities (MSF) (£23.6m)

23. This is available on a temporary basis and has been used to fund Invest to Save, but will be required to fund the future costs of the Major Sporting Facilities debt (re: Ponds Forge, Don Valley Stadium and Hillsborough Leisure Centre). 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 over the next four years.

Local Growth Fund (£3.9m)

24. 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 has agreed to use the payments to create a Local Growth Fund for projects that promote housing and economic growth. This reserve sets aside the payments until required for agreed projects.

Insurance Fund (£4.8m)

25. This reserve has been created in 2013/14 following the audit of the 2012/13 accounts. The accounts included provisions of £18.5m in respect of insurance claims. The External Auditor has recommended that the difference between the Council's best estimate of actual losses and the maximum potential liability (around £8m) should be reclassified as an earmarked reserve. This is the main reason why reserves have increased in 2013/14.

Other Earmarked Reserves (£21.6m)

26. This includes various specific earmarking including:

- equal pay claims
- redundancies

- contingencies for potential budget deficits, including risk of business rate income shortfalls
- portfolio reserves agreed by Cabinet in previous years for service specific issues, e.g. Electric Works business plan funds.

27. Government policy requires us to use reserves to fund many one off costs such as redundancies and in recent years they have specifically refused permission for “capitalisation” directives that allow councils to spread such one off costs – they point instead to the need to hold and use reserves.

ASSESSMENT OF LEVEL OF RESERVES

28. The Director of Finance 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.

29. The level of non-earmarked general reserves held is only £11.3m. However, currently unused earmarked reserves, such as the PFI and MSF reserves provide an additional level of risk cover on a short term basis. Currently these are around £27m, having allowed for the temporary use of some of these reserves for invest to save funding. The current profile of repayments to the invest to save fund replenishes the reserves in time for the required use for PFI project and future MSF liabilities.

30. Given the severely restricted funding over the foreseeable future and the level of risk in the 2014/15 budget, the level of reserves is low but not inadequate. The Director of Finance therefore recommends that general reserves:

- be maintained at the current levels for 2014/15;
- only be used in year to fund the risks identified above, should the 2014/15 budget be unable to absorb any such costs.

CORPORATE RISK REGISTER

This Appendix provides a brief overview of the main financial risks facing the Council in 2014/15. A more detailed schedule of these risks will be monitored by the Executive Management Team to ensure that the risks are mitigated.

Corporate Risks

2014/15 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 2014/15 are achieved, especially given the cumulative impact of £240m of savings over the last four years (2011-15), and furthermore the backdrop of even larger reductions in Government grant in 2015/16.
2. Whilst preparing the budget, officers have identified numerous pressures which, if left unchecked, could lead to significant overspends in 2014/15 and beyond. The following pressures have been highlighted because they present the highest degree of uncertainty.
3. The Council intends to implement a new Pay and Reward Strategy in 2014/15, along with a policy regarding the removal of enhancements to pay based on working patterns. By implementing the new strategy, the Council avoids the need to unfreeze increments, which would have cost £5m. Instead, the additional cost of the new strategy is estimated at £1.6m per annum, which will be partially offset by savings of £1.3m resulting from the revised enhancements policy.
4. The position on pension costs remains a significant risk and increasing cost in 2015/16 when we face an even higher reduction in grant than in 2014/15. There is a lack of clarity on the amount which the Council will have to pay annually to recover its share of the deficit on the scheme. This will only become clearer in March when the South Yorkshire Pensions Authority determines the annual deficit contribution for the next three years. An additional budget provision of £9m has been made to cover pension costs in 2014/15, however £4m of this amount is a contribution from reserves. Obviously, this only provides a short-term solution, so further work is being undertaken to look at longer term options.
5. Corporate savings of £4m from capital financing costs have been offered up to balance the 2014/15 budget, 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.

6. 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 back to the 2005 rating list is the greatest risk causing concern across all authorities. As at the end of December 2013, there were properties with a rateable value of £158m under appeal in Sheffield, with an allowance for £5m of refunds next year. Actual trends on appeals are monitored in year, and revised estimates of the impact of appeals have been made as part of the 2014/15 budget process. The Government has made various amendments to business rates regulations in order to support local businesses and stimulate the economy. One such measure is the extension of small business rates relief, for the cost of which the Government has promised to compensate all billing authorities.
7. The risk of delivering adult social care savings in 2014/15 is considerable, given that the Communities portfolio is forecasting an overspend of around £8m for care and support services in 2013/14.

Medium Term Financial Position

8. In the future the Council's financial position will be 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. Based on the Spending Review in June, the funding position is especially difficult from April 2015 and will require a focus on delivering economic growth to increase our income and on delivering outcomes jointly with other public sector bodies and partners.

Pension Fund

9. Following the triennial valuation of the South Yorkshire Local Government Pension Scheme, current estimates are that the increase required in 2014/15 for deficit payments may be over £12m (in addition to the £5m which has already been assumed in the Medium Term Financial Strategy) on top of £3.6m for ongoing pension costs i.e. £17m in total. Negotiations with SYPA are continuing as this figure is something of a surprise to all South Yorkshire Councils. In addition, a

surplus on the Kier pension pot set up to manage pension risk may be available at the contract end to smooth the impact to some extent.

10. 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.

Contract Spend

11. The high and increasing proportion of Council budgets that are committed to major contracts impairs the Council's flexibility to reduce costs or reshape services. This is exacerbated by the fact that in general these contracts carry year-on-year inflation clauses based on RPIx which will not be available to the Council's main funding streams, e.g. Council Tax, RSG and locally retained Business Rates.

Economic Climate

12. There is potential for current adverse economic conditions to result in increased costs (e.g. increased homelessness cases) or reduced revenues.
13. The Council seeks to maintain adequate financial reserves to mitigate the impact of unforeseen circumstances.

Trading Standards

14. There is a low risk that it is not possible to recover outstanding contributions from the other South Yorkshire Authorities. However, negotiations are in the final stages and there is an expectation that an agreement will be reached.

External Funding

15. 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. Strong project management skills and sound financial controls are required by project managers along with adherence to the Leader's Scheme of Delegation in order to minimise risk.

Treasury Management

16. The ongoing sovereign-debt crisis continues to subject the Council to significant counterparty and interest-rate risk. Counterparty risk arises

where we have cash exposure to banks and financial institutions who may default on their obligations to repay to us sums invested. There is also a risk that the Eurozone crisis will impact upon the UK's recovery and would in turn lead to higher borrowing costs for the nation. Whilst this is still a possibility, the UK recovery is beginning to take hold and the associated risk is beginning to ease.

17. The Council is mitigating counterparty risk through a prudent investment strategy, placing the majority of surplus cash in AAA highly liquid and diversified funds. Ongoing monitoring of borrowing rates and forecasts will be used to manage our interest-rate exposure.
18. Over the next few months, we will be developing the Treasury Management and Investment Strategies, as part of the 2014/15 budget process, and will be discussing our risk appetite with members and senior officers as part of this process. 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.
19. The Co-op Bank have notified us that they will be withdrawing from the Local Authority banking market with effect from the ending of their contract with us, which is due to end in March 2015. Despite the well-publicised issues with the bank, we do not believe, given the above timescales, there is anything preventing a full and proper tender process being undertaken. Work has begun to scope our requirements in preparation for the tender process.

Welfare Reforms

20. The government is proposing changes to the Welfare system, phased in over the next few years, which will have a profound effect on council taxpayers and council house tenants in particular. The cumulative impact of these changes will be significant. Changes include:
 - **Abolition of Council Tax Benefit:** replaced with a local scheme of 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:** there have been a number of changes, including the implementation of the 'bedroom tax', from April 2013

where the impacts are that a significant number of claimants are now receiving fewer benefits, thereby impacting on their ability to pay rent.

- **Introduction of Universal Credit:** originally scheduled from October 2013 but now delayed, awaiting further update from DWP who will administer it. Along with the impact of reducing amounts to individuals and the financial issues that might cause, the biggest potential impact of this change is the impact on the HRA and the collection of rent. This benefit is currently paid direct to the HRA; in future this will be paid 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

21. In 2013/14 it is anticipated that 29 of the Council's maintained schools will become independent academies (24 primary / 5 secondary). To date 10 primary schools and 2 secondary schools have converted in 2013/14. Academies are entitled to receive a proportion of the Council's central education support services budgets. Based on projected academy conversions it is estimated that:
 - up to £1.75m of DSG funding will be deducted from the Council and given to academies to fund support services.
 - up to £2.62m will be deducted from the Council's DCLG funding, under the new Education Services Grant (ESG), and given to academies.
22. 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. It is estimated that this may be up to £545k based on current projected academy conversions during 2013/14.
23. Where new independent schools (free schools) or Academies are set up and attract pupils from current maintained PFI schools, then the funding base available to pay for a fixed long term PFI contract would reduce, leaving the Council with a larger affordability gap to fund. There are also further potential risks if a school becoming an academy is a PFI school, as it is still unclear how the assets and liabilities would be transferred to the new academy and whether the Council could be left with residual PFI liabilities.

Communities Risks

NHS Funding Issues

24. There are significant interfaces between NHS and Council services in both adults' and children's social care. The Council has prioritised these services in the budget process, but savings have nevertheless had to be found. Working in partnership with colleagues in the Health Service efforts have been made to mitigate the impact of these savings on both sides. However, ongoing work is required now to deliver these savings in a way that both minimises impacts on patients and customers and minimises financial risks to the NHS and the Council.
25. The Council is participating in the Right First Time (RFT) programme with the Clinical Commissioning Group (CCG) and Hospital Trust. This programme aims to shift pressures and resources from the hospital to community settings over the longer term, which should assist the Council in managing adult social care pressures, but there are risks to programme delivery at the same time as delivering funding cuts.

Resources Risks

Digital Region

26. At the time of making the decision to close the company and migrate its business (including the Council's) to other networks, the cost to the shareholders was estimated at £83.3m, with SCC's share of this being £14.3m. This was a lower cost than the likely cost of continuing with the procurement and also less risky. The SCC cost of £14.3m is within the amount of money set aside to cover DRL costs in the 2012/13 accounts (£15m was set aside).
27. All these figures were based on estimates and some costs cannot be firmed up until existing contracts are terminated and negotiations on new ones commence. However, since the decision was made to close, progress has been good and costs now look like they will come in lower than was estimated. The key issue remaining is that value may result from a sale of the assets and whether that reintroduces risk.

Electric Works

28. The running costs of the business centre are not covered by rental and other income streams. The approved business plan set-aside contingency monies to cover potential deficits in its early years of operation. However, there remains a risk that the occupancy of units

within Electric Works might be slower (lower) than that assumed within the business case, such that the call on the contingency is greater (earlier) than planned.

29. A full review of the options for the future is underway and will be reported to Members as soon as possible.

Housing Revenue Account Risks

Housing Revenue Account (HRA)

30. There are a number of future risks and uncertainties that could impact on the 30 year HRA business plan. As well as the introduction of Universal Credit, outlined in the risk above, the main 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.
- **Repairs and Maintenance:** existing and emerging risks within the revenue repairs budget include unexpected increased demand (for example due to adverse weather conditions).

Capital Programme Risks

Capital Receipts and Capital Programme

31. 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.

Building Schools for the Future Programme Affordability

32. Latest projections indicate that the affordability gap in the capital programme for the secondary schools estate, which must be underwritten by the Council, is in the order of £4m, a significant reduction on the previous gap. This requirement has now been identified in the Council's Capital Programme planning, and will therefore be removed from the risk register next month.

Housing Regeneration

33. There is a risk to delivering the full scope of major schemes such as Parkhill and SWaN because of the severe downturn in the housing market. This could result in schemes 'stalling', leading to increased

costs of holding the sites involved, and in the case of SWaN, potential exposure to termination payments which would fall to the HRA to meet.

CITY OF SHEFFIELD
CALCULATION OF RECOMMENDED COUNCIL TAX FOR 2014/15 REVENUE BUDGET

The Council is recommended to resolve as follows:

1. It be noted that on 15th January 2014, the Council calculated the Council Tax Base 2014/15
 - (a) for the whole council area as:
128,144.18 (item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")); and
 - (b) for dwellings in those parts of its area to which a Parish precept relates as in the attached Appendix 6c.
2. Calculate that the Council Tax requirement for the Council's own purposes for 2014/15 (excluding Parish precepts) is:
£ 164,376,335 .
3. That the following amounts be calculated for the year 2014/15 in accordance with Sections 31 to 36 of the Act:
 - (a) **£ 1,442,968,022** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
 - (b) **£ 1,278,100,898** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
 - (c) **£ 164,867,124** being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (item R in the formula in Section 31B of the Act).
 - (d) **£ 1,286.5752** being the amount at 3(c) above (Item R), all divided by item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish Precepts).
 - (e) **£ 490,789** being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act (as per the attached Appendix 6b).
 - (f) **£ 1,282.7452** being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates.
4. To note that the Police Authority and the Fire Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table below.

5. That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables below as the amounts of Council Tax for 2014/15 for each part of its area and for each of the categories of dwellings.

Sheffield City Council (non-parish areas)

	Valuation Band							
	A	B	C	D	E	F	G	H
Sheffield City Council	855.16	997.69	1,140.22	1,282.75	1,567.80	1,852.85	2,137.91	2,565.49
South Yorkshire Fire & Rescue Authority	43.36	50.59	57.81	65.04	79.49	93.95	108.40	130.08
South Yorkshire Police Authority	96.89	113.03	129.18	145.33	177.63	209.92	242.22	290.66
Aggregate of Council tax requirements	995.41	1,161.31	1,327.21	1,493.12	1,824.92	2,156.72	2,488.53	2,986.23

Bradfield Parish Council

	Valuation Band							
	A	B	C	D	E	F	G	H
Sheffield City Council	855.16	997.69	1,140.22	1,282.75	1,567.80	1,852.85	2,137.91	2,565.49
Bradfield Parish Council	25.30	29.52	33.73	37.95	46.38	54.82	63.25	75.90
South Yorkshire Fire & Rescue Authority	43.36	50.59	57.81	65.04	79.49	93.95	108.40	130.08
South Yorkshire Police Authority	96.89	113.03	129.18	145.33	177.63	209.92	242.22	290.66
Aggregate of Council tax requirements	1,020.71	1,190.83	1,360.94	1,531.07	1,871.30	2,211.54	2,551.78	3,062.13

Ecclesfield Parish Council

	Valuation Band							
	A	B	C	D	E	F	G	H
Sheffield City Council	855.16	997.69	1,140.22	1,282.75	1,567.80	1,852.85	2,137.91	2,565.49
Ecclesfield Parish Council	9.77	11.39	13.02	14.65	17.90	21.16	24.41	29.30
South Yorkshire Fire & Rescue Authority	43.36	50.59	57.81	65.04	79.49	93.95	108.40	130.08
South Yorkshire Police Authority	96.89	113.03	129.18	145.33	177.63	209.92	242.22	290.66
Aggregate of Council tax requirements	1,005.18	1,172.70	1,340.23	1,507.77	1,842.82	2,177.88	2,512.94	3,015.53

Stocksbridge Town Council

	Valuation Band							
	A	B	C	D	E	F	G	H
Sheffield City Council	855.16	997.69	1,140.22	1,282.75	1,567.80	1,852.85	2,137.91	2,565.49
Stocksbridge Town Council	18.72	21.84	24.96	28.08	34.32	40.56	46.79	56.15
South Yorkshire Fire & Rescue Authority	43.36	50.59	57.81	65.04	79.49	93.95	108.40	130.08
South Yorkshire Police Authority	96.89	113.03	129.18	145.33	177.63	209.92	242.22	290.66
Aggregate of Council tax requirements	1,014.13	1,183.15	1,352.17	1,521.20	1,859.24	2,197.28	2,535.32	3,042.38

6. The Council's basic amount of Council Tax is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Finance Act 1992, therefore no referendum is required.

Appendix 6b

Council Tax Schedule 2014/15	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Sheffield City Council	855.16	997.69	1,140.22	1,282.75	1,567.80	1,852.85	2,137.91	2,565.49
South Yorkshire Fire & Rescue Authority	43.36	50.59	57.81	65.04	79.49	93.95	108.40	130.08
South Yorkshire Police Authority	96.89	113.03	129.18	145.33	177.63	209.92	242.22	290.66
Total charge for non-parish areas of Sheffield	995.41	1,161.31	1,327.21	1,493.12	1,824.92	2,156.72	2,488.53	2,986.23
Bradfield Parish Council	1,020.71	1,190.83	1,360.94	1,531.07	1,871.30	2,211.54	2,551.78	3,062.13
Ecclesfield Parish Council	1,005.18	1,172.70	1,340.23	1,507.77	1,842.82	2,177.88	2,512.94	3,015.53
Stocksbridge Town Council	1,014.13	1,183.15	1,352.17	1,521.20	1,859.24	2,197.28	2,535.32	3,042.38

Parish Council Precepts

Parish Council	2013-14			2014-15			Council Tax Increase
	Tax Base	Precepts (£)	Council Tax Band D (£)	Tax Base	Precepts (£)	Council Tax Band D (£)	
Bradfield	6,023.58	224,112	37.2058	6,013.80	228,223	37.9499	2.00%
Ecclesfield	10,217.10	145,310	14.2222	10,182.80	149,167	14.6489	3.00%
Stocksbridge	4,063.11	108,131	26.6129	4,038.90	113,399	28.0768	5.50%
Total/average	20,303.79	477,553	23.5204	20,235.50	490,789	24.2539	3.12%

Treasury Management Strategy Statement

Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2014/15

1 INTRODUCTION

1.1 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."

1.2 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).

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.

1.3 Treasury Management Strategy for 2014/15

The strategy for 2014/15 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.

1.4 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training.

During the course of the year the Cabinet Member for Finance and his predecessor have both been provided with introductory treasury management training from officers. 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.

1.5 Treasury Management Consultants

The Council uses Capita Asset Services (formerly known as Sector) 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.

2 THE CAPITAL PRUDENTIAL INDICATORS 2014/15 – 2016/17

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.

2.1 Capital Expenditure

This prudential indicator is a summary of the Council's capital expenditure plans.

Members are asked to approve the capital expenditure forecasts:

	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
Capital Expenditure	£'000	£'000	£'000	£'000	£'000
Resources	£9,723	£15,109	£3,853	£0	£0
CYP	£39,383	£38,036	£20,799	£6,784	£154
Communities	£1,405	£2,068	£992	£0	£0
Place	£7,985	£30,649	£14,208	£7,827	£66
Housing	£47,274	£46,345	£55,119	£84,991	£79,783
Highways General	£9,767	£12,177	£6,347	£40	£0
Highways Capital Contribution	£0	£7,218	£32,883	£27,946	£26,803
Total	£115,537	£151,602	£134,201	£127,588	£106,806

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:

	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
Assets acquired through PFI	£'000	£'000	£'000	£'000	£'000
Highways	£50,911	£55,552	£39,528	£47,206	£47,059
Schools	£23,609	£567			
Total	£74,520	£56,119	£39,528	£47,206	£47,059

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.

	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Capital expenditure:					
Non-housing	£68,263	£105,257	£79,082	£42,597	£27,023
Housing	£47,274	£46,345	£55,119	£84,991	£79,783
Total	£115,537	£151,602	£134,201	£127,588	£106,806
Financed by:					
Capital Receipts	£14,921	£11,600	£12,500	£11,000	£5,500
Capital Grants & Contributions	£55,715	£54,578	£39,741	£13,342	£3,503
Revenue Contributions	£37,299	£37,300	£42,200	£74,600	£71,000
Net borrowing need for the year	£7,602	£48,124	£39,760	£28,646	£26,803

The majority of the Council's borrowing need over this period relates to the construction of the new Moor Market, and the capital contributions to the Highways Streets Ahead project.

Using historically cheap borrowing for the Streets Ahead project has enabled the Council to make significant savings on what we would have otherwise paid to a contractor under a PFI contract.

2.2 The Council's Borrowing Need (the Capital Financing 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.

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 £336m of such arrangements within the CFR.

The Council is asked to approve the CFR projections below:

	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Capital Financing Requirement					
CFR non-housing	£750,517	£826,062	£872,407	£912,708	£949,220
CFR housing	£346,209	£346,543	£348,389	£348,362	£348,335
Total CFR	£1,096,726	£1,172,606	£1,220,796	£1,261,070	£1,297,554
Movement in CFR	£52,851	£75,880	£48,191	£40,274	£36,485
Movement in CFR represented by:					
Expenditure not funded by grants, receipts, or contributions	£7,602	£48,125	£39,761	£28,646	£26,803
Additional PFI liabilities	£74,520	£56,119	£39,528	£47,206	£47,059
- MRP/VMRP and other movements	-£29,271	-£28,364	-£31,098	-£35,578	-£37,378
Movement in CFR	£52,851	£75,880	£48,191	£40,274	£36,485

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.

2.3 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 sets a minimum amount that must 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. Statute 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 1st April 2008, or which in the future will be Supported Capital Expenditure (expenditure which receives income support from government, MRP will be charged at 4% of the balance on the CFR.

From 1st 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.

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 (although there are transitional arrangements in place).

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.

2.4 Core Funds and Expected Investment Balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure will have an ongoing impact on investment balances, unless resources are supplemented each year from new sources (asset sales etc.). 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.

	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Year End Resources:					
Cash backed reserves*	£104,736	£125,554	£127,283	£121,252	£123,518
Capital Receipts	£10,000	£10,000	£10,000	£10,000	£10,000
Provisions	£18,532	£6,961	£6,961	£6,961	£6,961
Total Core Funds	£133,268	£142,515	£144,244	£138,213	£140,479
Working Capital	£112,152	£47,469	-£28,361	-£44,191	-£41,021
Under/over Borrowing	-£107,535	-£125,091	-£98,300	-£76,900	-£75,500
Expected Investments	£137,885	£64,893	£17,583	£17,122	£23,959

* The majority of these reserves are earmarked for future spend, and do not represent available surplus for the budget

The table above shows that the Council's investment balances are expected to fall in the coming years from the high seen in 2012/13. This is consistent with the Council's approach to using its surplus cash to repay or restructure existing financial obligations in order to create revenue savings.

This approach makes financial sense when investment returns from cash held on deposit are particularly poor and there is still a high risk in placing cash on deposit with financial institutions.

The above table also indicates that the Council will continue to operate an under-borrowed position. This means that instead of using external borrowing to fund

capital expenditure the Council will use its surplus cash. Again, this is a prudent approach since it temporarily removes the need for external loans that incur interest charges, and reduces investment balances that are otherwise exposed to default risk for only minimal returns.

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.

2.5 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:

2.6 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 net revenue stream that is being spent on financing costs.

	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
Ratio of financing costs to net revenue stream:	£'000	£'000	£'000	£'000	£'000
Non-HRA	13%	14%	16%	19%	20%
HRA	10%	10%	10%	10%	10%

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. 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 are not reflected in the above prescribed ratios.

The HRA's static ratio reflects that costs are currently largely being funded through housing rents, restricting the need for additional borrowing.

2.7 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.

Equally, the Council is using cash raised from borrowing to enable us to invest in innovative new processes and ways of working. By paying for extensions to foster carers' houses the Council is enabling carers to take additional children into their homes where they would have otherwise been restricted from doing so simply due to available space. This provides the dual benefit of allowing siblings entering foster care to be cared for together, and allows us to avoid arranging for children to be cared for outside of the city, or in other establishments, at significant additional cost.

The Council is also using borrowing as a means of delivering a more efficient, less expensive service. This is particularly evident through our approach to rationalising our city-wide office accommodation. By investing in a central hub at Moorfoot, the Council has been able to move out of expensively leased private accommodation around the city, whilst also securing procurement efficiencies by having staff concentrated in one building.

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 once again being able to freeze its Council Tax in order to support its communities.

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:

	2013/14	2014/15	2015/16	2016/17
	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
Council Tax Band D	£6.72	£26.74	£45.95	£60.84

2.8 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.

	2013/14	2014/15	2015/16	2016/17
	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
Weekly housing rents	£0.03	£0.05	£0.07	£0.07

The table shows a minimal impact on rent levels. This is consistent with the fact that the HRA's plans to fund capital investment through borrowing are currently small, with most investment being directly funded through rents or receipts. 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.

3 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.

3.1 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.

	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
External Debt					
Loans at 1st April	£591,011	£698,388	£687,999	£737,993	£770,323
Expected change in Loans	£107,377	-£10,389	£49,994	£32,329	£10,008
PFI liabilities	£226,804	£290,803	£335,603	£363,111	£395,228
Expected change in PFI liabilities	£63,999	£44,800	£27,508	£32,117	£30,927
Transferred Debt	£28,287	£26,204	£23,912	£21,392	£18,619
Expected Change in Transferred Debt	-£2,083	-£2,291	-£2,521	-£2,773	-£3,050
Actual Gross Debt at 31st March	£1,015,394	£1,047,515	£1,122,496	£1,184,170	£1,222,054
The Capital Financing Requirement	£1,096,726	£1,172,606	£1,220,796	£1,261,070	£1,297,554
Under/(Over borrowing)	£81,331	£125,091	£98,300	£76,900	£75,500

The rise in external loans and PFI liabilities is consistent with the Council's investment in the Streets Ahead project. The Council has committed to making MRP charges to eliminate the debt associated with this project within 25 years.

The table also highlights that the Council plans to continue to operate 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.

The table does show, however, that the Council intends to reduce its under borrowed position to more manageable levels. 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 find 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.

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 2014/15 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.

3.2 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:

	£'000	£'000	£'000	£'000
Operational Boundary				
Loans	£840,000	£840,000	£842,000	£850,000
Other Long Term Liabilities	£360,000	£390,000	£420,000	£460,000
Total	£1,200,000	£1,230,000	£1,262,000	£1,310,000

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 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:

	2013/14	2014/15	2015/16	2016/17
	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
Authorised Limit				
Loans	£890,000	£940,000	£950,000	£950,000
Other Long Term Liabilities	£360,000	£407,000	£440,000	£470,000
Total	£1,250,000	£1,347,000	£1,390,000	£1,420,000

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.

The HRA's debt (CFR position) is currently under the cap. The difference between the cap and the HRA's CFR represents the headroom it has to use credit to fund capital investment.

The debt cap and the HRA's headroom position is currently:

	2013/14	2014/15	2015/16	2016/17
	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
HRA Debt Limit				
HRA Debt Cap	£388,311	£388,311	£388,311	£388,311
HRA CFR	£346,209	£346,543	£348,389	£348,362
HRA Headroom	£42,102	£41,768	£39,922	£39,949

3.3 Prospects for Interest Rates

Until 2013, the economic recovery in the UK since 2008 had been the worst and slowest recovery in recent history. However, growth has rebounded during 2013 to surpass all expectations, propelled by recovery in consumer spending and the housing market.

Forward surveys are currently very positive indicating that growth prospects are strong for 2014, not only in the UK economy as a whole, but in all three main sectors,

services, manufacturing and construction. This is very encouraging as there does need to be a significant rebalancing of the economy away from consumer spending to construction, manufacturing, business investment and exporting in order for this start to recovery to become more firmly established.

One drag on the economy is that wage inflation continues to remain significantly below CPI inflation so disposable income and living standards are under pressure, although income tax cuts have ameliorated this to some extent. However, labour productivity must improve significantly for this situation to be corrected by the warranting of increases in pay rates.

The US, the main world economy, faces similar debt problems to the UK, but thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without appearing to do too much damage to growth.

The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- As for the Eurozone, concerns have subsided considerably in 2013. However, sovereign debt difficulties have not gone away and major concerns could return in respect of any countries that do not dynamically address fundamental issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise to levels that could result in a loss of investor confidence in the financial viability of such countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed. Counterparty risks therefore remain elevated. This continues to suggest the use of higher quality counterparties for shorter time periods;
- Investment returns are likely to remain relatively low during 2014/15 and beyond;
- Borrowing interest rates have risen significantly during 2013 and are on a rising trend. 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 and consistently monitored to avoid incurring even higher borrowing costs, which are now looming ever closer. The Council ameliorated a significant element of its exposure through its under borrowing position during the year by taking on £37m of loans for the HRA. The Council also intends to further reduce its under borrowing position in the coming years to mitigate against interest rate risk;
- 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. The Council considers opportunity costs, along side its wider cash management needs, when deciding when to take loans.

3.4 Borrowing Strategy

The Council is currently maintaining an under-borrowed position, and plans to do so for the coming years. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loans. Instead cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is relatively high.

Against this background and the risks within the economic forecast, caution will be adopted with the 2014/15 treasury operations. 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 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, 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 be effected by global events. Decisions taken on how to manage quantitative easing in the US will help determine market sentiment towards asset classes such as UK gilts. 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.

3.5 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:

	2014/15	2015/16	2016/17
	£'000	£'000	£'000
interest rate exposure	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	£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.

	2014/15	
	Lower	Upper
Maturity structure of fixed interest rate borrowing:		
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%	15%
40 years to 50 years	0%	15%

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.

	2014/15	
	Lower	Upper
Maturity structure of variable interest rate borrowing:		
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 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 2014/15. Accordingly, and despite this indicator, we do not expect to repay these loans in 2014/15.

3.6 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.

3.7 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 2013/14, 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.

4 ANNUAL INVESTMENT STRATEGY

4.1 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.

4.2 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.

The Council will therefore use counterparties within the following durational bands:

- 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 (currently the Co-op Bank)			-	100 %	3 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.

The Council does not expect to place deposits for maturities greater than 12 months during 2014/15. 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, long term rating A-, viability rating of A-, and a support rating of 1. 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.

4.3 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 Annex 2. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

4.4 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 of 2016. Base rate forecasts for financial year ends (March) are as follows:

Year	Base Rate Forecast
2014/15	0.50%
2015/16	0.50%
2016/17	0.50%
2017/18	1.25%

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 four years are as follows:

Year	Proposed Returns
2014/15	0.50%
2015/16	0.50%
2016/17	1.00%
2017/18	2.00%

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:

	2014/15	2015/16	2016/17
	£'000	£'000	£'000
Maximum sums invested greater than 365 days	£30,000	£30,000	£30,000

Annex 1

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:

	* Minimum credit criteria / colour band	** Max % of total investments/ £ limit per institution
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:

	* Minimum credit criteria / colour band	** Max % of total investments/ £ limit per institution	Max. maturity period
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 Yellow	100% 100%	2 years 5 years

Annex 2

Approved countries for investments:

AAA

- Australia
- Canada
- Denmark
- Finland
- Germany
- Luxembourg
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Hong Kong
- Netherlands
- U.K
- U.S.A.

AA

- Abu Dhabi
- France
- Qatar

AA-

- Belgium
- Saudi Arabia

Pay Policy Statement

March 2014

Background

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.
2. Much of the information contained in this report has been placed in the public domain by Sheffield City Council over a number of years; this report pulls this information together in one Council report.
3. Sheffield City Council undertakes quarterly monitoring of posts which have a remuneration of over £50,000, and over the past two years there has been active management of the number of these posts resulting in a total reduction of 48 posts in Sheffield City Council since January 2009. However due to Sheffield Homes and Public Health Services being transferred in to Sheffield City Council there are an additional 14 posts over £50,000 taking the overall reduction to 34.
4. The Council undertook a review of its top structure in 2012/13, the aim of this was to modernise the management structure at the top level of the Council, ensure that the management arrangements are fit for purpose in a modern local authority and that the Council met benchmarks in relation to number, cost and type of senior posts. 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.
5. This policy statement does not cover or include staff employed by schools and is not required to do so.
6. This policy statement is required to be considered and approved by Full Council at the Council meeting on 7 March 2014.

Definition of Officers Covered by this Policy Statement

7. This policy statement covers the following posts; full details of these posts are 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. Executive Director Communities (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).

Pay Policy Statement

8. 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.
 - Protect jobs and services for as long as reasonably possible and this includes a prudent, affordable and fair approach to pay.
9. Currently the Council is reviewing its approach to pay and is consulting with the recognised trade unions on a new pay strategy for all

employees. The new approach will maintain the principles set out in this pay strategy.

Policy on Remunerating Chief Officers

10. 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.
11. The exception to this is the post of Director of Public Health whose pay arrangements are protected by legislation post-transfer into Sheffield City Council of the Public Health service. The additional payments paid to this post are outlined in Annex A.
12. 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**.
13. 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.
14. 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.
15. 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.

16. 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.
17. 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) dependent on their role.
18. 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.
19. 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.
20. 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.
21. Severance Payments - the authority's normal policies regarding redundancy and retirement apply to Chief Officer Posts. In 2013/14 (April to December 2013) 5 Chief Officers were released from the authority on Voluntary Early Retirement, none on Voluntary Severance.

Policy on Remunerating the Lowest Paid in the Workforce

22. 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 5; this relates to an annual salary of £12,435 and can be expressed as an hourly rate of pay of £6.45.

23. A decision was taken at Cabinet on 16 January 2013 to uplift the pay of employees earning less than the nationally recognised Living Wage (£7.45 per hour from 1 April 2013), which is calculated according to the basic cost of living in the UK. From April 2014 this will increase to £7.65 per hour. The payment will be made as a supplement which will be reviewed on an annual basis.
24. Pay rates are increased in accordance with any pay settlements which are reached through the National Joint Council for Local Government Services.

Policy on the Remuneration ratios

25. Currently in this authority the ratio between the highest salary and the average median salary is 9.3:1. This is an improvement on the ratio reported in last year's pay policy and demonstrates the authority's commitment to a fair approach to pay. Sheffield City Council is keen to maintain this ratio going forward and continues to commit to a maximum ratio of 10:1 based on April 2014 values, amended for inflation.
26. 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.

Approval of Salary Packages in Excess of £100k

27. 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.

Flexibility to Address Recruitment Issues for Vacant Posts

28. 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.

Amendments to the Policy

29. As the policy covers the period April 2014 – end March 2015, 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.

Policy for Future Years

30. 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

Annex A

None of the Post holders listed below receive an honorarium payment for increased duties and responsibilities. Nor do any receive a payment related to joint authority duties.

Status	Post	Base Salary	Other Payments
Head of Paid Service	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 personally claim returning officer fees during 2014/15.
Statutory Chief Officers which in Sheffield City Council are the posts of	Executive Director CYP (Director of Children's Services under Children's Act)	£116,902	
	Executive Director Communities (Director of Adult Services under LASSA 1970)	£129,217	
	Director of Legal and Governance (Monitoring Officer)	£78,577	Election duty fees are in accordance with normal authority procedures.
	Executive Director Resources (Chief Finance Officer under Sec 151 of LGA 1972)	£129,217	
	Director of Public Health	£95,860	Additional units of programmed activity (PAs) Director of Public Health (or chief officer) supplement Clinical Excellence Award On call supplement

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	Executive Director Place	£123,066	
	Director of Policy and Performance	£78,757	
	Director of Sheffield First Partnership	£80,590	
	Director of Education (CYPF)	£99,154 - Currently under review	
	Director of Children and Families (CYPF)	£99,154	
	Director of Business Strategy and Commissioning (CYPF)	£78,757	
	Director of Lifelong Learning and Skills (CYPF)	£76,922	
	Director of Business Information and Transformation (Resources)	£99,154	
	Director of Human Resources (Resources)	£80,590	
	Director of Commercial Services (Resources)	Post vacant; filled on an interim basis and under review	
	Director of Finance (Resources)	£81,645	
	Director of Customer Services (Resources)	£68,484	
	Director of Transport and Facilities Management (Resources)	£73,249	
	Director of Commissioning (Communities)	£78,757	
	Director of Care and Support (Communities)	£78,757	
	Director of Community Services (Communities)	£78,757	
	Director of Business Strategy and Safeguarding (Communities)	£80,590	

	Director of Housing Services (Communities)	£78,757	
Chief Officers (those who report to Non Statutory Chief Officers) which in this authority are the posts of	Director of Health Improvement	£73,249	
	Director of Development Services and Regeneration (Place)	£81,645	
	Director of Creative Sheffield (Place)	£73,249	
	Director of Culture and Environment (Place)	£80,590	
	Director of Marketing Sheffield (Place)	£76,922	
	Director of Business Strategy and Regulation (Place)	£80,590	
	Director of Capital and Major Projects (Place)	£89,831	

In addition a role of Children's Commissioner will be maintained on a time limited basis to deal with current strategic changes.

Chief Officer Grading Structure

<u>Grade</u>	<u>Spinal Point</u>	<u>Salary (£)</u>
DG 7	1	54,250
	2	55,577
	3	56,903
	4	58,225
DG 6	1	63,822
	2	65,375
	3	66,928
	4	68,484
DG 5	1	73,249
	2	75,086
	3	76,922
DG4	1	78,757
	2	80,590
	3	81,645
DG3	1	83,689
	2	85,737
	3	87,784
	4	89,831
DG2	1	92,074
	2	94,376
	3	96,735
	4	99,154
DG 1	1	105,495
	2	107,976
	3	110,744
	4	113,406
	5	116,127
EXECUTIVE DIRECTOR	1	116,902
	2	123,066
	3	129,217
	4	135,368
	5	141,516

Equality Impact Assessment

Name of policy/proposal: 2014/15 Revenue Budget

Status of proposal: New **Name of person(s) writing EIA:** Adele Robinson

Date: 20/02/2014

Service: Finance

Portfolio: Resources

What are the brief aims of the Proposal?

The purpose of the Revenue Budget report is to:

- To approve the City Council's revenue budget for 2014/15, including the position on reserves and balances;
- To approve a 2014/15 Council Tax for the City Council; and
- To note the levies and precepts made on the City Council by other authorities

The Council's Plan '*Standing up for Sheffield*¹' sets out the Council's strategic direction and priorities. The Plan was developed and formally agreed by the Council's Cabinet in 2011. The Council's budget proposals have continued to be demonstrably shaped by this. These priorities can be summarised as:

- Standing up for Sheffield
- Supporting and protecting our communities
- Focusing on jobs
- Business friendly

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 means we need to understand the effect of our policies and practices on equality, this 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).

¹ <https://www.sheffield.gov.uk/your-city-council/policy--performance/what-we-want-to-achieve/corporate-plan.html>

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), 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

Also a commitment to fairness and social justice is at the heart of the Council's values and as a result we set up the City's independently chaired Fairness Commission which reported in 2013. The principles set out in the Commission's findings influenced and are reflected in our budget proposals 2014/15. The Council also dedicated a one year £1 million fund to fund activity related to fairness. We believe that everyone should get a fair and equal chance to succeed in Sheffield. However we recognise that some people and communities need extra support and help to reach their full potential, particularly when they face multiple layers of disadvantage and discrimination.

However it is inevitable when funding levels are reduced 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 and groups who share a protected equality characteristic. Next year 2014/15 we need to save £54m, on top of the £180m of savings we have already made over the last three years and we face further budget reductions to 2018. As far as practically possible within the confines of a cumulatively reduced financial settlement, we have tried to minimise the impact on the most vulnerable and at risk however there are extremely challenging choices and difficult decisions are proposed. There will therefore be impact on all communities but we have tried to make reductions in a way that is fair but protects those most in need of our support.

Impact analysis is started early in the process of considering service changes to ensure we could 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 and control of each reduction.

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.

The size and pace of the financial challenge means that efficiency savings alone do 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 will occur during the next year and 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.

We are confident that our budget proposals will mean services for those that most need our help and support will see lesser reductions. We have tried to target the savings through changes to the way we work, redesigning and restructuring our services and support teams, restructuring our contracts and commissioning and increasing trading of our services but there will be impact as well on service delivery.

Consultation and evidence to support EIAs

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 & generations.
- The city's commitment to fairness must be both demonstrated and monitored annually.

As part of the development of options for the 2014/15 budget, officers have undertaken 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.

Our budget consultation activity has had three main strands this year:

- Two large Council consultation events in the Town Hall
- Events on particular topics – notably adult social care and housing related support
- Consultation on specific budget proposals

Consultation on service-specific proposals has taken many forms, depending both on the nature of the proposal and which service users and communities are likely to be affected. In general terms, proposals that were assessed as having a higher impact were subject to more detailed consultation. This has ranged from public meetings, to individual discussions with providers, to surveys and questionnaires. We also published information on the Council website broad overviews of a number of proposals that may impact on the community as a whole and invited feedback.

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, (e.g. sexual health services) 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 budget proposals can be found in the Revenue Budget Report and in individual service EIAs.

Impact analysis is started early in the process of considering service changes, to ensure we can involve relevant individuals and groups and understand any negative impact. Equality considerations do not preclude cuts or changes in services being made, but do require that these be fully understood, both at an individual decision level, as well as council wide.

These considerations have been discussed with Members in developing the proposals and in advance of any decision being taken at Cabinet or Full Council. This includes briefing all relevant Cabinet Members on impact assessments related to proposals in their area of responsibility and discussing at Scrutiny prior to Cabinet. 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 and control of each reduction.

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](#) and [State of Sheffield](#) shows:

- 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. This has resulted from increases in births, net inward migration and longer life expectancy.
- We are 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%. 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 areas tend to correlate with areas of higher 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, 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.
- 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.
- 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.
- 31% of people live in a one person household whilst 36% of households include children.

- 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.
- While the pay gap between men and women has been reducing, there is still evidence that in general men are paid more than women. Women working full-time are paid an average of 15.5% less an hour than men for doing work of equivalent value. 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.
- 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.
- Although the city is becoming healthier for most people, health inequalities across the city remain and are in some cases widening, with particular individuals and groups remaining or increasingly vulnerable, in particular older people, the young and 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.
- We have high levels of financial exclusion in almost half of 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.
- Sheffield's Employment Strategy indicates that there are around 6,000 18-24 year olds in the city claiming Jobseeker's Allowance (JSA) and a further 1,200 who are Not in Education, Employment or Training (NEET).ⁱ Some BME groups are disproportionately affected, for example the NEET figure for the city is 11.2%, but for Caribbean youngsters is 20%.ⁱⁱ
- 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: 77% of Somali and 61% of Yemeni children in Sheffield are eligible for Free School Meals compared to 18.5% of all children in poverty in Sheffield.ⁱⁱⁱ
- In terms of child poverty 37% of Sheffield is in the bottom 30% of areas, with 21% of all children in the city living in households receiving council tax benefit or housing benefit. It is also estimated that 25% of children in Sheffield live in low income households.
- 29% of children with Special Educational Needs (SEN) in Sheffield are eligible for Free School Meals compared with 18.5% of all children in Sheffield.²
- The Council has 33,000 working age taxpayers who receive council tax support and although fluctuating in December 2013 there were 4120 Council tenants affected by under occupancy.

^{3[1]} <https://www.sheffieldfirst.com/key-documents/state-of-sheffield.html>

² SCC, January School Census 2010

Impact Analysis

Areas and detail of impact

Overall

Inevitably when funding has reduced year on year at the scale that the Council has experienced, £180 million over the past 3 years, and a further £54 million this year there will be an impact on services we deliver and on some of the work we do with the most vulnerable including groups who share a protected equality characteristic. Decisions will affect different people in different ways. It is possible that proposals will have a disproportionate impact on some groups in comparison to others, even if this is not the intention.

We have tried to minimise the impact on these groups as far as possible by reducing costs of management and corporate services, however we have had to make some really tough choices. We are being guided in these choices by our values, commitment to fairness and by our priorities to protect frontline services and services for those who most need our help and support where possible. Our approach to the budget is summarised in **6 outcome areas** which correspond the [Corporate Plan](#). These are;

- Great Place to Live
- Competitive City
- Safe and Secure Communities
- Better Health and Well-Being
- Successful Young People and Families
- Tackling Poverty and Increasing Social Justice

There is also a relatively small corporate services function which supports all of the areas comprising services such as human resources, finance, legal, IT, democratic services, elections and policy and performance functions.

Each outcome area has been asked to make 15% savings but in line with the fairness principles. Each outcome area has also developed a longer term plan for 2015 – 17 and each area has undertaken initial impact analysis on all proposals. Where the risk of disproportionate impact has been identified an in - depth impact assessment has been undertaken and mitigations sought.

Overview of Outcome Areas

Great Place to Live spends around £130 million or 27% of the council net revenue budget. Over the next 3 years this area will face reductions of £16 million including £7 million this year. For this area there have been 22 initial EIAs with 7 having a medium or high equality impact. The majority of in-depth EIAs were for budget proposals affecting culture and environment. Key impacts identified related to socio economic issues, impacts on partners and the Council workforce. There were relatively few impacts that specifically related to age, disability, maternity/ pregnancy, race, religion/belief, sex, sexuality and transgender. There are also implications of the reduction of the SYITA (The South Yorkshire Integrated Transport Authority) Levy on concessionary travel across South Yorkshire. The EIA has been completed by South Yorkshire Passenger Transport Executive as the responsible Public Authority but this will have implications for the Council and people of Sheffield, especially older, younger and disabled

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people and carers. Overall the changes bring South Yorkshire in line with the national standard.

Competitive City currently spends £13 million and this area accounts for 3% of our net budget. We are seeking to make £2 million in savings in this area and £5 million over 3 years. There were 17 initial EIAs completed however with only one having a medium/ high equality impact. This related to *reducing the subsidies* we are providing to culture and environment, for example to Sheffield International Venues, Sheffield Theatres Trust, Museums Sheffield, city centre management and to events. This may result in increased charging/ ticket prices for cultural and sporting events and so impact more on people on a low income.

Tackling Poverty and Increasing Social Justice spends approximately £5 million, this spend in is underpinned by many other areas of Council work and crosses other outcome areas. Specifically this area includes the money we spend to support the Voluntary and Community Sector and supporting people to get back into work. Over the next year we will need to save £1.5m from this area. Both EIAs undertaken in this area were in-depth EIAs. These related to VCS Grants and the review of welfare support, and will most likely impact on disabled people.

Safe and Secure Communities spending is £1 million and just 1% of our budget. We are working closely with South Yorkshire Police and the Police and Crime Commissioner in developing our proposals in this area. In addition other spending in different outcome areas, for example in Better Health and Wellbeing, where we invest in domestic abuse and drug and alcohol services will impact on this Outcome Area. There are only 3 in depth EIAs in this area, two relate to staff restructuring and the third proposal is to reduce the discretionary grants we give out in this area, this could impact on multiple areas such as cohesion, race, gender and financial exclusion.

Successful Young People and Families accounts for £80 million of spending or 16% of our budget. Another £360 million is spent by schools on education and another £10 million on public health initiatives. There have been 46 EIAs of which many are in depth. Assessments have highlighted a significant number of areas where there is a potential risk of medium/ high differential impact in areas such as Reshaping Youth Services, changes to educational psychology, parental engagement team, Pupil Referral Unit and Advice and Conciliation services, changes to SEN transport and changes to Integrated Learning Disability Services and changes to public health contracts. Also a significant number of proposals focus on the internal restructuring of teams which means reduced staffing levels. Where we are reducing funding we are working to minimise direct impact on service users. Key overall mitigations include:

- Savings in management, administration and premises costs and restructuring our services and teams to ensure services are as effective and efficient as possible. This includes mainstreaming the Building Successful Families programme into the Multi Agency Support Team.
- Targeting funding to the most vulnerable and at risk, and to early intervention and prevention, with support services that are flexible, accessible and of high quality.
- Focussing our reduced budgets on the services that will make the biggest difference to children and young people in Sheffield.
- Developing services to help those who are at the greatest risk of being Not in Education, Employment or Training (NEET). We have agreed a deal with central government to have greater control of funding for these areas, and we are working with local employers and businesses.
- Working in partnership with schools through the City Wide Learning Body as we continue to try to ensure that services for the most vulnerable are prioritised.

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Better Health and Wellbeing accounts for 30% of our spending or £150 million and is second only to the schools spend on education. It represents the single largest controllable area of our budget. We purchase over 1 million hours of care a year and spend £1.5million per week on accommodation for people who are not able to live independently. In depth EIAs have been completed for most proposals in this area as many of the services in this outcome such as Adult Social Care, are by definition, providing services to vulnerable, disabled and older people. The areas include continuation of the adult social care recovery programme, consolidating purchasing for high volume mental health services and renegotiation of fees for high cost mental health services. Also retendering of Home Care services, reducing our reliance on expensive internal care and support services, (including reviewing in house services such as Complex Needs, Community Support Services, City Wide Care Alarms and assistive technology provision). We are also developing new types of accommodation to help people stay independent so reducing residential and nursing costs. Key mitigations to limit the risk of disproportionate impact include:

- Making savings in restructuring and by being innovative in approach whilst protecting the most vulnerable people who need our help and support
- Working with individuals, carers and families to find the most cost effective ways to meet their eligible needs
- Focusing on helping people regain as much of their independence as possible
- Reshaping services and re tendering to ensure value for money including developing new types of accommodation that help people stay independent, safe and well at a lower cost
- Reducing our reliance on more expensive providers
- Helping more people to help themselves by offering professional support, physical therapies, and more innovative equipment and technology
- Encouraging providers of innovative, more cost effective care and support services to increase the amount of people they can support
- Reducing costs in direct payments by purchasing services that people want in bulk
- Helping more people get the financial support they are entitled to from Government. We will not meet the cost of care and support services that are already funded elsewhere

In **Corporate Services** which cross **all outcome areas** we spend £25million or 1.8% of the gross spend. £7.7 million is spent on collecting council tax and business rates and we have reduced spending in this area by £35 million in the last few years. By doing this we have protected front line services. Most EIAs were 'equality neutral' or low i.e. the proposals will not be expected to have a disproportionate impact other than those relating to workforce.

In summary there are a number of key themes relating to equality that run through the proposals:

- Restructuring and integrating services and teams to increase efficiency and effectiveness
- Increasing the 'Managing Employee Reductions' processes to reduce the number of staff employed in certain areas
- Targeting of resources to those most vulnerable, in need and at risk
- Helping people to be independent, safe and well and to make their own choices
- Intervening early and doing more preventative work
- Working with other agencies to help coordinate help and support for vulnerable people
- Ensuring better value for money in the services we commission or purchase
- Increasing charges as a way to maintain service levels

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- Increasing traded services in non-core areas (such as with schools)
- Reducing funding to the Voluntary and Community sector (VCS) in line with reductions to the rest of the Council's budget
- Shifting the focus of public health spend to addressing the root causes of ill health
- Continuing to monitor the impact of changes over the coming year.

Overall, the proposals have the potential to impact negatively in some 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.

Although not within the scope of our budget proposals it is important in the EIA to highlight some relevant other factors which are impacting on people in the city. For example national policy, such as the welfare reforms are adding to the financial pressures facing some communities and are widening existing inequalities.

Overall we estimate that over £173 million has been taken from the local economy as a result of these changes. This equates to £471 per year per every working adult in the city, although this burden 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 and women

Multiple and cumulative Impacts

Groups highlighted as impacted across EIAs and all of our Outcome Areas 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, young people and some BME groups who tend to have a lower income may be cumulatively impacted.

Older people and disabled people are more likely to be impacted by the changes in adult social care. Young people and parents will be impacted by changes in young peoples' 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 and at risk. This will also potentially have a subsequent impact to a carer or a parent. However where possible mitigations have been highlighted in service EIAs.

Where charges are likely to increase, whether for leisure, cultural or other services this will generally increase barriers to participation to people on a low income and therefore to the groups noted 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 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.

Following the decision in the Councils revenue budget 2012/13, the library service is undergoing a major review and a consultation on the proposed changes has recently concluded. The views received have helped shape a new structure for the library service that takes into account future needs and is affordable. An EIA has been carried out on the impact of retaining 11 hub libraries and providing limited funding for up to 5 co-delivered libraries and support for 10 independent libraries. Further equality impacts may subsequently be addressed by the determination of the location of the five community-led libraries and independent libraries. Additionally extra support measures will be funded by the Council for up to 3 years for

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independent libraries. Workshops have been set for independent library groups and a guidance pack will be produced. This package of support has been developed following discussion with groups. This means that each independent library now has an initial approved business plan and the opportunity to access sufficient funding to remain open and become sustainable over the next 3 years.

Over the past year we have continued to invest in the Voluntary and Community Sector (VCS). We will continue to invest £1,994,950 in Grant aid which represents a 15% saving on last year, in line with other savings across the Council. This budget includes the lunch clubs small grants for older people. The grants focus on promoting social inclusion by encouraging opportunities for people to contribute to their communities by volunteering and the grants focus is to contribute to tackling poverty and financial exclusion. Some negative equality impacts have been identified resulting from the reductions in overall grant aid funding available, and the fact that some projects that the Council previously supported will no longer receive funding in future. Reducing the discretionary grants in safe and secure communities will impact on multiple areas such as cohesion, race, gender and financial exclusion.

In the past year we have continued to prioritise support for the development of the new Sheffield Citizens' Advice and Law Centre and will continue to do so because of its work with people at risk of debt, financial exclusion and other issues linked to poverty.

We are streamlining services in areas of housing related support proposing to reduce the number of providers we contract with to deliver services with single points of access. People should therefore find it easier to access the appropriate support. This will however also result in reduced support available in areas such as the domestic abuse floating support service, support to offenders, young person's housing and the closure of a women's hostel. There will be a new combined domestic abuse refuge service. We are also proposing to withdraw the long term subsidies which will impact on sheltered accommodation. There will be multiple impacts some negative, positive and neutral (see service EIAs for detail).

We are proposing to reduce some winter maintenance and some road safety work which may have impacts on older and disabled people if not mitigated. However the EIA indicates the savings can be made without an impact on safety.

Several services in will be looking to increase charges as a way to maintain service levels. We have a fair charging policy and we will, where possible, mitigate any increases with free concessions where relevant for people on low incomes etc. An example is allotments where a discount has been applied. Increasing charging has the potential to impact across a range of groups who have lower incomes.

The scale of the staff efficiency savings, service restructuring and a reduction in management costs mean there is potential for impact on workforce diversity and staff morale, this will be monitored ongoing. Over the past three years over 1,000 jobs have been lost and a further 600 are vulnerable this year. This although not disproportionate in terms of diversity has the potential to impact significantly on peoples livelihood's and is money lost to the local economy. We have sought to reduce impact by the use of several schemes like voluntary severance where possible.

It is difficult to quantify the cumulative level of impact although 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 people and women.

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We will not invest or provide in as many areas as we did before the reductions started 3 years ago. Services are targeting the most in need and at risk but that does mean that there is reduced universal provision. We are still providing statutory services and we are focusing on the most vulnerable with the resource we have to invest.

Age

Older people

In 2011 Sheffield also 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 Outcome Areas** impacts on age have been identified; however for older people the impacts are largely in the **Better Health and Wellbeing Area**. There are currently approx. 5,000 older people currently receiving social care support. In the continuation of the recovery programme, proposals will try to ensure we have consistent assessment processes but that we only fund services that clearly meet unmet eligible social care needs and are provided as cost effectively as possible. There may however be conflicting views from Service Users as to whether this work has a positive or negative impact on their lives. Some will see the opportunity to utilise Council and community-based support to live more independent lives to be highly positive. There may be other people unhappy that the cost of their care package is reducing, unhappy about the fact that a more cost-effect service has to be put in place to meet their eligible needs. However, the overall approach to reassessments is not changing; eligible needs will be identified and appropriate support put in place to meet those unmet needs. People will not be subject to a different approach based on their age. Every person's eligible needs will be identified and met through appropriate support arrangements.

We will also ensure that where eligible, people get the financial and health care support they are entitled to, such as continuing health care and ensuring appropriate financial inclusion support is put in place so that service users and carers are maximising their existing income.

We are proposing to reduce the demand for social care through improved information and advice, increasing the take up of benefits by people at risk of needing social care, working more closely with GPs and strengthening our support for carers.

We are proposing to retender Home Care services and to develop new types of accommodation to help people stay independent so reducing residential and nursing costs. A high proportion of care home residents are older people and on average are 85years old, 73% of residents are women and many are disabled. Approximately 6.7% of homes have increased top up fees in the past year. However we do not expect that any tender will lead to homes closing. There are mitigations identified in the EIA to reduce the risk of negative impact.

We will reduce our reliance on expensive internal care and support services, including reviewing in house services such as Complex Needs, Community Support Services, City Wide Care Alarms and assistive technology provision. We will reduce capacity of these services to match demand and ensure value for money. Again individual EIAs note both negative and positive impacts.

Changing the policy on housing related support subsidies to remove long term subsidies will impact on 1,800 older people in sheltered accommodation as subsidy is currently paid for warden and extra care tenants and will be removed. This will impact on older people who may have to pay for the service themselves. We are consulting and discussing options with

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accommodation providers regarding the re modelling of provision to reduce the impact.

Young People

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. BME children make up 29% of the population.

In terms of child poverty 37% of Sheffield is in the bottom 30% of areas in England, with 21% of all children in the city living in households receiving council tax benefit or housing benefit. It is also estimated that 25% of children in Sheffield live in low income households.

Sheffield's Employment Strategy indicates that there are around 6,000 18-24 year olds in the city claiming Jobseeker's Allowance (JSA) and a further 1,200 who are Not in Education, Employment or Training (NEET).

In **Better Health and Wellbeing** we are proposing to reduce 'Activity Sheffield' service provision for 8-16yrs and 55-65yrs. However increased trading of 'Activity Sheffield' services will help generate income that will mitigate some core funding reductions.

In **Successful Young People and Families** there have been 45 EIAs, many of which have highlighted a significant number of areas where there is a potential risk of medium/ high differential impact. These include proposals below.

Reshaping Youth Services, is a continuation of changes underway to restructure services to increase efficiencies which include reducing the 'Sheffield Futures' contract. Youth services are by definition delivered to young people, so there is always a possibility that any budget reduction if not carefully managed or mitigated will have an adverse impact on young people. However, the savings being proposed will be managed through making service efficiencies. Significant back office savings are now being realised from actions taken in 2013-14 and service redesign will mean little or no impact on young people currently benefiting from services. Though our remaining provision would be removed, we will support community led organisations to help provide this.

There will be changes to educational psychology, parental engagement team, Pupil Referral Unit and advice and conciliation services. This includes trading more 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.

The proposed partial trading of the non-statutory services provided by the Educational Psychology Service follows the policy direction taken in other Local Authorities across the country. The EIA has identified the potential for different impacts within the 0-25 age range and on the grounds of race, disability and gender. However, the actual impact cannot be fully known until non statutory provision is traded and the market tested. Therefore, mitigations that have been proposed include ongoing information to institutions, regularly monitoring of pressures, and comparing baseline data. It is also proposed to build in a review following the launch of trading to enable further mitigation if required

The proposed trading of the Advice and Conciliation service to schools mitigates against an alternative option of closure. There is a high take up of the service on issues relating to several protected characteristics, for example LGB, BME groups, pregnancy, religion and belief. The model will be reviewed after its launch to ensure that there is no negative impact on different

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user groups.

The proposed changes to alternative provision including supporting children in a school setting and dispersed Pupil Referral Unit should positively impact on BME pupils who are currently overrepresented in the Pupil Referral Unit, as are male students.

Changes to Special Educational Needs (SEN) transport and changes to Integrated Learning Disability Services will help encourage independence of young people and help reduce reliance on more expensive out of city provision. The changes to SEN Transport create potential for a positive longer term impact for VCF transport providers who may be able to access a new commissioning framework.

The proposed reshaping of the Early Years SEN Inclusion Team, which will see a better co-ordination with other services as targeted and specialist support to early years children and their families, will be delivered in an integrated way. This will provide opportunities for voluntary sector settings to become centres of excellence on SEN, thereby increasing demand for places at the setting.

The restructure of the 0-25 Integrated Disability Services will bring savings on SEN and Post 16 Learning Disability Placement costs by taking a holistic and multi-agency approach to individual needs which supports young people to access opportunities on a bespoke basis. This approach is benefitting those learners who are moving through from pre 16 to post 16 provisions. Potentially some young people currently in more costly out of city provision could return to Sheffield which would benefit young people their family and the Council.

The changes to public health contracts such as Integrated Sexual Health Service and Community Health Champions, means they will have reduced funding. We are working on ways of mitigating any impact on service users. The Sheffield Integrated Sexual Health Service (ISHS) is commissioned by Public Health to deliver open access demand led sexual health services. The universal service has a range of functions. There is ongoing work on the EIA for this, and it is recognised that ISHS works across several protected characteristics particularly in age, race, religion/beliefs, maternity, sexual orientation, disability, and poverty. Mitigating actions include reducing elements of the service in relation to training, communications and rationalising the development of sexual health outreach work which will impact on access to and delivery of services

The proposed cessation of funding for the pregnancy and early years worker at SOAR (regeneration charity) from 1 April 2014, will impact on SOAR unless they are able to secure alternative funding. However, there will be no impact on pregnant women as the loss of funding is being mitigated through inclusion in the early year's review which will reshape and refocus the service.

The Community Health Champions programme was established to promote physical activity, healthy eating and improved mental wellbeing, within those communities that have some of the poorest health outcomes. With its temporary funding through the Clinical Commissioning Group now ceasing, their overall funding will reduce. This work is being considered as part of the review of the remaining public health investment in early years and is being taken forward during 2014 to ensure that funding is more effectively directed towards the changing Council and public health priorities. All paid and non-paid community based support work will be considered as part of the review of prevention and early intervention in early years, and gaps in peer support will be addressed as necessary.

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The proposed consultation into the Respite and Short Breaks Service recognises the changing market for respite care and short breaks as demand for respite has decreased alongside an increase in direct payments. The increasing number of direct payments is a positive move both for families and also for the Council.

Following an earlier consultation with mainly parents using prevention services, 20% of parents are interested in either running the groups themselves or becoming volunteers and taking up training.

Trading additional support from the Parental Engagement Team to schools would give schools a bespoke tailored solution allowing a better understanding of their parent and carer community and its circumstances, e.g. the need for ensuring accessible information, engaging at different times of day or avoiding certain days, female only events etc.

Also a significant number of proposals focus on the internal restructuring of teams which means reduced staffing levels. We do not expect the changes to have an impact on service provision and details of these changes can be found in service EIAs.

The year on year reductions and the transfer of funding to schools has had a considerable impact. As a consequence of the scale of the reductions, we have been unable to continue with some specific programmes we would have liked to invest in. We are also looking at accessing devolved resources, including pupil premium and through trading our services to schools to fund additional activity.

Disability

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. The service EIAs have identified a potential risk of negative impact on disabled people and noted mitigations to be put in place.

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.

In **Better Health and Wellbeing** there are currently approximately 900 people with physical disabilities or sensory impairments supported by adult social care, and approximately 1,400 people with learning disabilities. In the continuation of the recovery programme proposals ensure consistent assessment processes and only funding services that clearly meet unmet eligible social care needs as cost effectively as possible. There may however be conflicting views from Service Users as to whether this has a positive or negative impact on their lives. Some will see the opportunity to utilise Council and community-based support to live more independent lives to be highly positive. There may be others that are unhappy that the cost of their care package is reducing, or unhappy about the fact that a more cost-effect service has to be put in place to meet their unmet eligible needs. However, the approach to reassessments is not changing; unmet eligible needs will be identified and appropriate support put in place to meet those needs. Service Users will not be subject to a different approach based on their disability. Every person's eligible needs will be identified and met through adequate support arrangements and although reassessments will still ensure that eligible social care needs are met, the outcome for individuals may have a negative overall financial impact on older and disabled Service Users.

There is a range of evidence and research to show that people, who are already at risk of social exclusion or discrimination, are more likely to be financially excluded than other groups.

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This means that it is important to ensure any appropriate financial inclusion support is put in place as part of the implementation of any reductions in allocations. This is to ensure that service users and carers are maximising their existing income.

The renegotiation of relatively high cost mental health services to provide consistent value for money will have an impact on disabled people however there may be conflicting views from Service Users as to whether this work has a positive or negative impact on their lives. Some people may be unhappy that the cost of their care package is reducing, or be unhappy about the fact that more cost-effect service has to be put in place to meet their eligible needs.

In **Successful Young People and Families** changes to SEN transport and changes to Integrated Learning Disability Services to help encourage independence of young people and help reduce reliance on more expensive out of city provision. The restructure of the 0-25 Integrated Disability Services will bring savings on SEN and Post 16 learning disability placement costs by taking a holistic and multi-agency approach to individual needs which supports young people to access opportunities on a bespoke basis. This approach is benefitting those learners who are moving through from pre 16 to post 16 provisions. Potentially some young people currently in more costly out of city provision could return to Sheffield which would benefit the young person, their family and the Council.

The changes to SEN Transport create potential for a positive longer term impact for transport providers in the voluntary and community sector who may be able to access a new commissioning framework. The proposed reshaping of the Early Years SEN Inclusion Team will see a better co-ordination with other services. This is because targeted and specialist support and early years, children and families will be delivered in an integrated way and this provides opportunities for voluntary sector settings to become centres of excellence on SEN, thereby increasing demand for places at the setting.

A potential to seek savings on college taxi travel for post 16 students through working in partnership to promote independent travel training and more efficient procurement of taxi services. Independent travel training would also open up new employment and training opportunities for the young person.

Following the proposed closure of the City Learning Centres (CLC), Talbot Specialist school is a key customer of South CLC will receive support within the school as mitigation and this revised approach should have a positive impact by reducing travel time and costs.

Race

Sheffield is a diverse city and the ethnic profile continues to change, with the proportion of residents of working age classifying themselves as non-British white growing from 11% in 2001 to 19.2 % in 2011. BME adults make up 16% of the population and BME children 29%. The largest proportional increases occur 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

There were very few impact assessments which highlight a medium/high impact on race. There are more indirect impacts on race 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 **Better Health and Wellbeing** there was a potential of high impact on race in relation to the

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changing of domestic abuse refuge provision. There has been consultation with service users and providers and the new purpose built provision will have appropriate service specifications and training, although some users will be unhappy to have a reduced choice of provider and that this will be a generic service.

There is no evidence to suggest that BME people will be disproportionately affected by the reductions in adult social care. The integration of the trans cultural team into mainstream mental health services identifies impact on race however this is mitigated by the fact that posts have been ring fenced for the staff in the transcultural team and mainstream services already see 24% of BME clients and the transcultural team only deals with 4% of the overall number of BME clients. The BME population of the city has grown since the service was established.

In **Successful Young People and Families** a 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.

Building on the EIA carried out in 2013, a comprehensive review and consultation with key stakeholders commenced in January 2014 on agreeing and planning the approach on how individuals with Sickle Cell and Thalassaemia and their carers are supported. The condition primarily affects BME communities, is classed as disability and the organisation currently delivering the support is a BME run VCF organisation. The consultation process is due to end mid-March 2014. The findings of the review and consultation will result in an update of the EIA and will also inform the plan post 31st March 2014.

The proposed changes to alternative provision including supporting children in a school setting and dispersed Pupil Referral Unit should positively impact on BME pupils who are currently overrepresented in the Pupil Referral Unit, as are male students.

In **Tackling Poverty and Increasing Social Justice** there are reductions to Grant Aid this year of 15%, so this means we will invest approximately £2 million this year. However the main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

Religion/ Belief

Few service impact assessments have detailed impacts in this area. In **Better Health and Wellbeing** the medium or high impact relates to the integration of refuge provision, (see on race and sex).

In **Successful Young People and Families** a reduction to the Sheffield Sickle Cell and Thalassaemia Foundation may have a low impact as there is an alignment between some BME groups and some faith groups, therefore the impact may be interlinked (see race section).

Providing a Catering Consultancy Support Service Offer will support those schools not in the corporate contract to comply with all legislation and the required national standards, this would have positive impact around a consistent quality on special diets and religiously compliant meals. On the whole there will not be any disproportionate impact.

Sex - including women, men & pregnancy and maternity

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Few impact assessments have noted clear direct negative impacts on gender except in housing related domestic abuse services. However as women overall have lower incomes and are a larger proportion of adult social care service users and carers, there will be an indirect impact from multiple proposals such as increasing in charges.

In **Better Health and Wellbeing** we are also streamlining services in areas of housing related support where we are proposing to reduce the number of providers we contract with, to deliver services with single points of access. People should therefore find it easier to access the appropriate support. This will however also result in reduced support available in areas such as the domestic abuse floating support service and the closure of a women's homelessness hostel. Consultation has taken place, and some women indicated they didn't mind accessing mixed provision and some women did not want that. In mitigation some women will be able to access generic floating support in their own home and in generic hostel provision however this will impact on some women negatively. Due to the nature of the support some women will not want homeless accommodation in a mixed gender setting and will want support more tailored to their support needs. There will also be a new combined women's domestic abuse refuge service. This will mean the closure of a specific BME women's provision and will result in a negative impact in this area. To mitigate, in service specifications of new floating support services we will ensure training in relevant areas such as addressing cultural needs and awareness of support needs around domestic abuse. We are also proposing to withdraw the long term subsidies which will impact on sheltered accommodation. There will be multiple impacts some negative, positive and neutral. (See service EIAs for detail).

The transition from one provider to another, which may include moving from one location to another, means 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.

In **Successful Young People and Families** the proposed cessation of funding for the pregnancy and early years worker at SOAR from 1 April 2014, will impact on SOAR unless SOAR is able to secure alternative funding. However, there will be no impact on pregnant women as the loss of funding is being mitigated through inclusion in the early year's review which will reshape and refocus the service.

A change to the Integrated Sexual Health Services as part of the former Public Health contracts 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. A reduction in levels of outreach with men will also negatively impact (See Age).

There is additional funding for early years work as part of the increased focus on Public Health Outcomes. There will be a framework of services for families from pregnancy to age 5 which focuses on promoting child development and early help with all aspects of family life being key to this work. The targeting of provision to the most vulnerable and reducing inequalities across the city, will positively impact on 0-5, pregnant women and BME communities.

In **Safe and Secure Communities** we are reducing the discretionary grants by £75K this will impact on multiple areas such as cohesion, race, gender and financial exclusion.

Sexual Orientation

Few service impact assessments have detailed negative impacts in this area except in the **Successful Young People and Families Area**. The Sheffield Integrated Sexual Health

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Service (ISHS) is commissioned by Public Health to deliver open access demand led sexual health services. The universal service has a range of functions. There is ongoing work on the EIA for this, and it is recognised that ISHS works across several protected characteristics particularly in age, race, religion/beliefs, maternity, sexual orientation, disability, and poverty. Mitigating actions include reducing elements of the service in relation to training, communications and rationalising the development of sexual health outreach work all which will impact on access and delivery of services

Overall, we do not think there will be negative disproportionate impact, 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

Few service impact assessments have detailed negative impacts in this area except in the Successful children and families **Children Young People and Families Portfolio**. As noted previously public health contracts changes to the Integrated Sexual Health Services will negatively impact support on transgender issues, for example tackling transphobia, awareness raising, building self-esteem etc. This is a non-core activity and could be compromised, if funding, is reduced carrying the risk that trans people, already one of the most marginalised groups, will be further marginalised.

We therefore do not think there will be negative disproportionate impact. As above, we do not have a sufficient amount of monitoring information about our service users in this area so further monitoring will be undertaken as part of individual EIAs to assess this as relevant and appropriate.

Financial Exclusion, Poverty, Social Justice

Sheffield 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.

Although not within the scope of our budget proposals it is important in the EIA to highlight some other relevant factors which are impacting on people in the city. For example national policy, such as the welfare 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.

Central Government has cut funding to Local Authorities over the last 3 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. Inevitably when funding is reducing year on year at the scale that we are experiencing, there will be an impact on the front-line services.

In **all Outcome Areas** we have tried to minimise the impact as far as possible especially on those that most need our help and support, such as those that face financial exclusion and poverty.

Several services in **all Outcome Areas** will be looking to increase charges as a way to maintain service levels. We have a fair charging policy and we will, where possible, mitigate any increases with fee concessions where relevant for people on low incomes etc. This has the potential to impact across a range of groups who have lower incomes

Areas and detail of impact

In **Tackling Poverty and Increasing Social Justice** there are reductions to Grant Aid this year of 15%, so this means we will invest approximately £2 million this year. This is split into a lunch clubs fund and VCF grants relating to poverty, financial exclusion and supporting the VCS to thrive. However the main beneficiaries of grant funded services are BME people, older people, women and people on a low income. In the past year we have continued to prioritise and support the development of the new Sheffield Citizens' Advice and Law Centre and will continue to do so because of its work with people at risk of debt, financial exclusion and other issues linked to poverty.

In **Better Health and Wellbeing** we are changing the policy on housing related support subsidies to remove long term subsidies will impact on 1,800 older people in sheltered accommodation as this is currently paid for warden and extra care tenants and will be removed. This will impact on older people who may have to pay for the service themselves. We are consulting and discussing options with accommodation providers regarding the re modelling of provision to reduce the impact(See service EIA and older peoples section).

In **Great Place To Live** the library service is undergoing a major review and a consultation on the proposed changes has recently concluded. The views received have helped shape a new structure for the library service that takes into account future needs and is affordable. An EIA has been carried out on the impact of retaining 11 hub libraries and providing limited funding and support for 5 community-led libraries. Further equality impacts may subsequently be addressed by the determination of the location of the 5 community-led libraries. Additionally extra support measures will be funded by the Council for up to 3 years for independent libraries. Workshops have been set for independent library groups and a guidance pack will be produced. This package of support has been developed following discussion with groups This means that each independent library now has an approved business plan and the opportunity to access sufficient funding to remain open and become sustainable over the next 3 years.

We have also made changes to discretionary work in pest control and the proposal is to retain subsidised pest control services for people on benefits. In addition, kennel charges, where a high percentage of customers who own dogs are on low incomes, will remain the same. In Bereavement Services, the proposal is to increase cremation and burial fees. Whilst this brings burial and cremation charges in line with neighbouring authorities, e.g. Rotherham and the commercial operator at Grenoside, such increases potentially have a disproportionate impact on people with low incomes. We propose to increase allotment rental fees by 60% (fixed for 2 years until April 2017) however to mitigate the impact of this on people with low incomes (those currently in receipt of financial support), a 75% concession will be introduced from 1 April 2014.

In **Competitive City** we are reducing the subsidies we are providing to culture and environment, for example to Sheffield International Venues, Sheffield Theatres Trust, Museums Sheffield, city centre management and to events. This may result in increased charging/ ticket prices for cultural and sporting events and so impact more on people on a low income. This may increase barriers to participation for people on a low income.

In **Successful Young People and Families** we will continue where possible with successful schemes from last year that impacted positively such as the apprenticeship schemes, employability programmes. For example we will deliver the City Deal programme designed to deliver 4,000 new apprenticeship places. We are reshaping our Employability Programme to help those furthest from the labour market e.g. disabled jobseekers including people who experience mental health conditions and we will work hard to help long-term unemployed young people into training and work.

Areas and detail of impact

In **Corporate Services** the proposals set out in this Report assume that the Council will accept the Grant Freeze and will set an unchanged council tax in 2014/15.

Carers

There is likely to be an impact to carers as a result of the changes in **Better Health and Wellbeing**. These changes impact on disabled people and therefore indirectly to carers. Some disabled people will receive changed, reduced or no support as the recovery programme seeks to make sure that only those who have critical and substantial needs have these met. However, the overall approach to reassessments is not changing; eligible needs will be identified and appropriate support put in place to meet those needs.

Proposals around mental health recovery and learning disability legacy support will also impact on disabled people and indirectly to carers. We will only be able to provide the most cost effect services to meet people's needs and this may impact on people's choice of services. Some will see the opportunity to utilise Council and community-based support to live more independent lives to be highly positive. There may be other people that may be unhappy that the cost of their care package is reducing, or be unhappy about the fact that more cost-effect service have to be put in place to meet their eligible needs. However, the overall approach to reassessments is not changing; eligible needs will be identified and appropriate support put in place to meet those needs.

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.

To help mitigate, further work and monitoring will take place. (See the disabled people section as well for other proposals which impacts on both groups).

Voluntary and Community Sector

When considering the impact on the VCS the importance of 'social value' is recognised by the 'Best Value' guidance⁴, which was published by the Government in September 2011. This states that authorities have a duty⁵ to consider the impact of budget reductions on VCF or other organisations that have a 'social value'. The Public Services (Social Value) Act⁶ 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.

In **Tackling Poverty and Increasing Social Justice** there are reductions to Grant Aid this year of 15%, so this means we will invest approximately £2 million this year. This is split into a lunch clubs fund and VCF grants relating to poverty, financial exclusion, and supporting the

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

⁵ 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>

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

Areas and detail of impact

VCS to thrive. The reductions have not been apportioned equally across all areas and are done on case by case evidence. However the main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

In **Safer and Secure Communities** there will be a further reduction of £75K to the allocation of discretionary grants, which could impact on cohesion. These will impact on organisations and there has been consultation.

In **Better Health and Well Being** there will be a number of significant reductions to housing related support which will impact on the VC Sector. This will impact across a number of areas already identified in this EIA such as women, disabled people, older and younger people, homeless and vulnerable people as the floating support service reduces and we end long term subsidies for warden and extra care services. At the same time we are proposing to streamline services to reduce the number of providers we contract with to deliver services with single points of access. However there will be an impact on providers of services but positively people should find it easier to access the appropriate support.

In **Successful Young People and Families** North and South City Learning Centres (CLCs) are being closed and they have some partnerships with the local Voluntary, Community and Faith sector. Provision is not large and can be relocated to alternative community based venues with no impact on community users.

The proposed reduction of funding to Whirlow Hall Farm Trust (WHFT) is unlikely to have an adverse impact on WHFT where it has been used to directly support schools and young people who warrant a subsidy. Mitigations for the reduction of funding to WHFT have been identified, for example awareness raising of the use of the Pupil Premium.

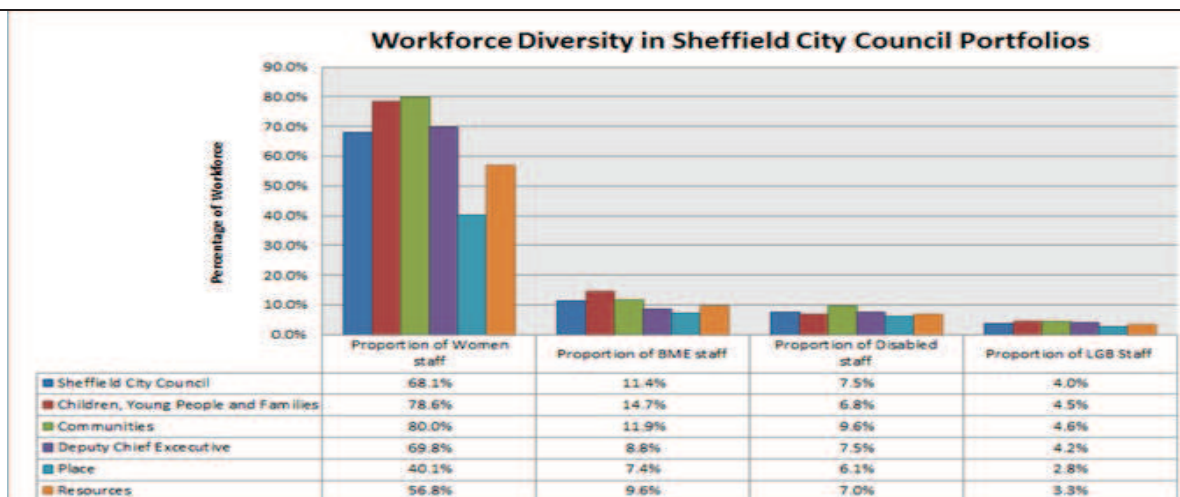
'Sheffield Futures' has a key role in the current redesign of youth services in growing and supporting community capacity to deliver youth activities, through volunteers, help with grant applications, loan of equipment and use of rooms etc. This capacity building plan will be accelerated in 2014-15 and there will be slightly less direct resourcing available for the programme than originally planned. However, the programme does not provide any direct cash funding for organisations on an ongoing basis, so no organisations or groups will lose funding

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. Although the impact on the VCF sector is large, overall we do not think that it is disproportionate.

Council staffing implications, including workforce diversity

Workforce diversity summary in Sheffield City Council 2013 by Portfolio

Areas and detail of impact



In all **Outcome areas** many of the budget proposals involve staff efficiency savings through service restructuring and a reduction in management costs. This has been achieved in a number of ways including deleting vacancies and managing employee reductions (MER) through voluntary early retirement (VER), voluntary severance (VS) and compulsory redundancy in some areas.

The Council has also promoted employee led measures to mitigate against further impacts on employee reductions, 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.

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 the Children and Young People and Families portfolios and a high percentage of men in the Place portfolio

Under-representation of disabled, BME and lesbian, gay, bisexual and trans (LGBT) in the workforce and especially for women, disabled and BME staff at Chief Officer level

Given the amount of internal restructuring as a result of the budget proposals, other drivers and possible staff reductions of a further 600 posts in 2014/15, a significant number of workforce EIAs within Outcome areas have been done and a Council wide MER EIA has been completed. The Council is also currently consulting on a new Pay and Reward Strategy to help to achieve the savings required and help to protect jobs and services. There is a separate EIA on this proposal. Our aim is to make sure people feel they have had an opportunity to engage with and influence planning to achieve budget targets. There are ongoing and regular meetings with the Trade Unions at Council, Portfolio and Service Level

The EIAs 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 details)

Areas and detail of impact

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 EIAs are periodically updated throughout the year.

Headline Features

All budget proposals have undergone an initial impact analysis to decide whether there was likely to be disproportionate negative impact on different groups of people. Where this was identified as having medium or high impact, in-depth (full) EIAs were carried out. Our overall approach is to protect services for those most vulnerable and at risk where possible 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.

Groups highlighted as impacted across EIAs and all Outcome Areas 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, young people and some BME groups tend to have a lower income may be cumulatively impacted.

Where charges increase, whether for leisure, cultural or other services, this has the potential to increase barriers to participation to people on a low income, therefore affecting the groups noted above. Although we are actively trying to mitigate negative impact.

Over the past year we have continued to invest in the Voluntary and Community Sector although this has been at reduced levels across outcome areas. Grant Aid will overall reduce by a further 15% this year (in line with the overall Council reductions), however the support we give is more targeted at supporting the most vulnerable.

We will, target resources to those most in need and at risk; help people to become more independent; and get even better value for money in the services we purchase. In doing so however people who in the past have received a service will no longer do so. This may lead to an increased pressure later and impact on our ability to prevent problems arising and may lead to increased pressure on statutory provision.

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 a further 600 posts in 2014/15, a significant number of workforce EIAs have been done and a Council wide Managing Employee Reductions (MER) EIA has been completed.

We will as a Council will not invest or provide in as many areas as we did before the reductions started 3 years ago. Services are targeting the most in need and at risk but that does mean that there is reduced universal provision. We are still providing statutory services and we are focusing on the most vulnerable with the resource we have to invest.

Areas and detail of impact

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.

As far as practically possible within the confines of a cumulatively reduced financial settlement, we have tried to minimise the impact on the most vulnerable and at risk however there are extremely challenging choices and difficult decisions are proposed.

Managing Impact: Mitigation

The year on year reductions and the scale of the savings required mean there will be impacts upon vulnerable and 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 these areas some mitigating actions have been identified and will be implemented as part of EIA action plans. For example

Working with external providers to achieve savings in our large contracts and to achieve this as much as possible through reductions in line with our fairness principles.

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, employability programmes, grant aid support. For example we will deliver the City Deal programme designed to deliver 4,000 new apprenticeship places and 2000 up skilled employees. Supporting the integration of the city wide Citizen Advice and Law Centre support through Grant Aid.

Investing in prevention and delivering targeted support for those most vulnerable or at risk such as in our Building Successful Families Scheme.

Continuing to encourage people to be independent, safe and well in both children and adult 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 value for money.

Restructuring management and services to increase efficiencies and create simpler routes of public access. For example Multi Agency Support Teams and Early years Teams, integration of Youth Justice Team and Safer Neighbourhood and Community Safety teams.

Continuing to invest £30 million in Public Health to help reduce health inequalities.

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.

Action plan		
Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
Overall and for specific issues relating to communities sharing protected 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 principles and the Equality and Fairness Objectives</p>	<p>Service Managers within Portfolios as noted in EIAs</p> <p>Performance monitoring within Portfolios - Directors of Business Strategy</p> <p>For the Scrutiny Overview committee to examine in more detail the cumulative impact of the budget cuts made on Sheffield over the last 3 years.</p> <p>Outcome boards to feed into the review</p>
Poverty and financial exclusion	Tackling Poverty and Increasing Social justice Board to examine the impact of the fairness principles, and equality on the budget in line with the Equality and Fairness Objectives	<p>Develop monitoring arrangements within the year which seek to assess cumulative impact</p> <p>Outcome boards to feed into the review</p>
Workforce	The corporate workforce EIAs will be monitored six monthly	Head of HR, 6 monthly at the Strategic Equality and Inclusion Board

Approved (Lead Officer): John Mothersole: February 20th 2014

Approved (EIA Lead Officer): Adele Robinson: February 20th 2014

FULL EQUALITY IMPACT LIST BUDGET 2014/15

EIA ID Ref	Finance Ref	Name of Budget/Project proposal	Service	Strategic Outcomes
116	4P14B3-5 / 4P14B3-5	Early Intervention Team (LD) -Adult Social Care ASC) SC Intervention 19	Care and Support - Learning Disabilities	Better Health and Wellbeing
117	4P14B7-3	Continuing Health Care (overarching) - (ASC Intervention 01)	Care and Support - Learning Disabilities & Adult Services	Better Health and Wellbeing
124	2W03B8-1	Increase of Fees & Charges for Cremation & Burial Bereavement Services	Culture and Environment	Great Places to Live
125	2W03B7-1	Allotment Rental Fee Increase by 60% (fixed for 2 years until April 2017)	Culture and Environment	Great Places to Live
126	2B03B5-1	Review of gritting routes	Regeneration and Development Services	Great Places to Live
127	2W03B1-1 : 2W03B13-1	Impact of Culture and Environment Budget Proposals (Great Places to Live) 2014-15	Culture and Environment	Great Places to Live
129	1183B1-1	Legal & Governance Managing Employee Reductions 2014/15	Legal and Governance	Corporate Services
136	1AA3B2-1	Vacancy management across the Policy, Performance and Communications Service	Cross PPC Team	Corporate Services
137	1AA3B3-1	Reduction of training, supplies and services budgets across Policy, Performance and Communications service	Cross PPC Team	Corporate Services
138	2W03B2-1	(L) Full year effect of Don Valley Stadium Closure	Culture and Environment	Competitive City
139	2W03B1-1	(L) City Centre Management Income Increase	Culture and Environment	Competitive City
140		(L) Visitors Information Reduction	Marketing Sheffield	Competitive City
141		(L) Environment Strategy	Culture and Environment	Competitive City
142	2B03B16-1	(L) TTAPS closure of storage	Regeneration and Development Services	Competitive City

143	2B03B17-1	(L) Car parking efficiencies	Regeneration and Development Services	Competitive City
144	2B03B18-1	(L) Highways Network Management	Regeneration and Development Services	Competitive City
145	2B03B19-1	(L) Development Control	Regeneration and Development Services	Competitive City
146	2B03B20-1	(L) Forward Area Planning	Regeneration and Development Services	Competitive City
147	2B03B21-1	(L) City Development Division	Regeneration and Development Services	Competitive City
148	2B03B22-1	(L) Forward Area Planning Efficiencies	Regeneration and Development Services	Competitive City
149	2B03B23-1	(L) Development Control Efficiencies	Regeneration and Development Services	Competitive City
150	2B03B24-1	(L) Highways Network Management Efficiencies	Regeneration and Development Services	Competitive City
151	2B03B25-1	(L) City Development Division efficiencies	Regeneration and Development Services	Competitive City
152	2B03B26-1	(L) Vision and Strategy Efficiencies	Regeneration and Development Services	Competitive City
153	4M03B1-1	(L) Enterprise	Creative Sheffield	Competitive City
154	4M03B2-1	(L) Creative Sheffield Efficiencies	Creative Sheffield	Competitive City
155	4M03B3-1	(L) Enterprise 2	Creative Sheffield	Competitive City
156	2B03B1-1	(L) Housing Strategy and Regeneration Service Efficiencies	Capital and Major Projects	Great Places to Live
157	2B03B2-1	(L) Increase charges	Regeneration and Development Services	Great Places to Live

158	2B03B3-1	(L) Increase recharging to capital schemes	Regeneration and Development Services	Great Places to Live
159	2B03B4-1	(L) Introduce charges for urban design advice	Regeneration and Development Services	Great Places to Live
160	2B03B5-1	(L) Review various funds allocated to Streets Ahead Contract	Regeneration and Development Services	Great Places to Live
161	2B03B7-1	(L) Review public safety/dangerous structure activity	Regeneration and Development Services	Great Places to Live
162	2B03B8-1	(L) Review skills mix in Regeneration and Development Services	Regeneration and Development Services	Great Places to Live
163	2B03B9-1	(L) Additional advertising on arterial routes/inner ring road	Regeneration and Development Services	Great Places to Live
164	2B03B10-1	(L) Highway Maintenance Service Efficiencies	Regeneration and Development Services	Great Places to Live
165	2B03B11-1	(L) Urban Design Service Efficiencies	Regeneration and Development Services	Great Places to Live
166	2B03B13-1	(L) Public Rights of Way	Regeneration and Development Services	Great Places to Live
167	2C03B2-1	(L) Inflation increases	Business Strategy and Regulation	Great Places to Live
168	2W03B12-1	(L) Sports Facilities Lower Cost Model	Culture and Environment	Great Places to Live
169	2W03B10-1	(L) Parks Efficiencies	Culture and Environment	Great Places to Live
170	3J44B1-2/2-2/3-2	Youth Services Budget Savings 2014-15	Lifelong Learning, Skills and Communities	Successful Young People and Families
171	3F34B3-1	Advice and Conciliation	Business Strategy	Successful Young People and Families
173	1B03B2	Finance Managing Employee Reductions 132	Finance Service	Corporate Services
174	6AA4B1-1	Children's Commissioning Unit - Parental Engagement	Business Strategy	Successful Young People and Families

176	1D03B1-1	Customer Service - Deletion Head of Service Post	Customer Services	Corporate Services
177	1D03B2-1	City Wide Alarms Externalisation of City Wide Care Alarm Service	Customer Services	Corporate Services
178	1D03B3-1	Reduction in Complaints Investigation Fund	Customer Services	Corporate Services
179	1D03B5-1	Customer Services Management Recharge to Housing Revenue Account	Customer Services	Corporate Services
181	1D03B7-1	Full restructure of Customer Services. *Also Q Tier Refs 1D03B6-1/B8-1/B9-1	Customer Services	Corporate Services
185	3C14B1-1	Achieving Change/MER process in relation to a restructure of the 14-19 team and Families and Communities	Lifelong Learning, Skills and Communities	Successful Young People and Families
186	3ZL4B1-1	Educational Psychology	Inclusion and Learning Services	Successful Young People and Families
187	3AH4B6-3	Youth Services - Whirlow Hall Farm Trust	Inclusion and Learning Services	Successful Young People and Families
192	3AK4B1-1	Consolidation of Learning and Achievement Service (LAS)	Inclusion and Learning Services	Successful Young People and Families
193	3AH4B3-1	Behaviour and Attendance Partnerships	Inclusion and Learning Services	Successful Young People and Families
194	3AH4B5-1	Inclusion and Learning Services - Service Management	Inclusion and Learning Services	Successful Young People and Families
195	3F34B1-1	Services to Schools	Business Strategy	Successful Young People and Families
196	3F14B1-1	School Food Service	Business Strategy	Successful Young People and Families
197	3F34B4-1	Free Early Learning	Business Strategy	Successful Young People and Families
198	3E24B1-1	Yorkshire and Humber Grid for Learning	Business Strategy	Successful Young People and Families

199	4P44B3-3	Review of Welfare Support / Local Assistance Scheme (superseded by Review Welfare Support share point no. 296)	Care and Support	Tackling Poverty and Increasing Social Justice
200	3E24B2-1	Information Systems General Efficiencies	Business Strategy	Successful Young People and Families
202	2B03B12-1	Reduction in School Crossing Patrol Provision	Regeneration and Development Services	Great Places to Live
203	2C03B1-1	Environmental Regulation Service Efficiencies	Business Strategy and Regulation	Great Places to Live
204	4Q14B2-2	Closure of Homeless Women's Hostel Service	Commissioning	Better Health and Wellbeing
206	1R03B1-1	Business Support	Insurance, Risk and Business Management	Corporate Services
207	2W03B13-1	Activity Sheffield 2014/15 Budget Reductions	Culture and Environment	Better Health and Wellbeing
208	4P24B5-3 / 4P44B1-5	Housing Solutions Managing Employee Reductions 136	Care and Support	All Outcomes
209	3AN4B1-3	Management and Administration	Lifelong Learning, Skills and Communities	Successful Young People and Families
210	3AN4B1-3	Review of Performance and Partnerships Functions	Lifelong Learning, Skills and Communities	Successful Young People and Families
213	3AK4B21/2-2	School Improvement Interventions	Inclusion and Learning Services	Successful Young People and Families
216	3F34B7-3 / 3F34B2-3	Re-alignment of Business Strategy	Business Strategy	Successful Young People and Families
217	3AH4B4-1	E Learning	Inclusion and Learning Services	Successful Young People and Families
218	3AH4B7-3	City Learning Centres	Inclusion and Learning Services	Successful Young People and Families
219	3ZL4B2-4	Alternative Provision	Inclusion and Learning Services	Successful Young People and Families

220	3AP4B2-2	Public Health Investment in Early Intervention	Children and Families	Successful Young People and Families
221	3F14B2-4	Special Educational Needs Transport (mitigation of pressure)	Business Strategy	Successful Young People and Families
222	4P14B3-5	Health Reconfiguration Scheme	Commissioning	Better Health and Wellbeing
223	3ZL4B4-3	0-25 Integrated Disability Service	Lifelong Learning, Skills and Communities	Successful Young People and Families
224	4P54B2-3	Social Care Accounts Service Employee reductions 2014	Care and Support	Better Health and Wellbeing
225	3F14BC-2	Special Education Needs Transport (savings)	Business Strategy	Successful Young People and Families
226	3AH4B2-5	Transport - Travel passes (pressure)	Business Strategy	Successful Young People and Families
228	3I24B1-1	Children's Respite Care and Short Breaks	Children and Families	Successful Young People and Families
229	1H03B2-1	HR Service Managing Employee Reductions	Human Resources	Corporate Services
230	1H03B1-1	Occupational Health Review	Human Resources	Corporate Services
231	1H03B3-1	HR Schools - Legal fees provision	Human Resources	Corporate Services
232	2C13B2-1 & 2C13B3-1	Transport & Facilities Management Managing Employee Reductions	Transport and Facilities Management	Corporate Services
234	4Q14B5-3	Closure of Housing Related Support Service-Offender Outreach	Commissioning	Better Health and Wellbeing
235	2C13B1-1	Kier Contract Cost Reduction	Transport and Facilities Management	Corporate Services
236	3ZL4B4-3	Early Years Inclusion	Inclusion and Learning Services	Successful Young People and Families

237	CCU Public Health Contracts- Pregnancy	Business Strategy	Successful Young People and Families
238	4Q44B10-1 Assessment and Care Management Staff Review in Mental Health	Commissioning	Better Health and Wellbeing
239	CCU Public Health Contracts (SSCATF)	Business Strategy	Successful Young People and Families
240	4Q44B9-1 Renegotiation of Relatively High Cost Mental Health Services	Commissioning	Better Health and Wellbeing
241	CCU Public Health- Community Health Champions	Business Strategy	Successful Young People and Families
242	4P14B6-4 Review of Staff Structure in Learning Disabilities Assessment and Care Management	Community Services	Better Health and Wellbeing
243	4P34B5-4 / 4P34B4-4 Option Appraisal on the Review of capacity of Adult Provider Services - Complex Needs	Care and Support	Better Health and Wellbeing
245	3I14B2-1 Prevention and Assessment Team - First Point of Contact	Children and Families	Successful Young People and Families
246	4Q44B11-1 Review of Mental Health Recovery Programme	Commissioning	Better Health and Wellbeing
247	3J24B1-3 Early Years Strategy	Children and Families	Successful Young People and Families
248	3J24B2-5 Integrated Early Years and Multi Agency Support Team	Children and Families	Successful Young People and Families
249	3I14B6-2 Business Support	Children and Families	Successful Young People and Families
250	31A4B2-1 Residential Homes Review	Children and Families	Successful Young People and Families
251	Children and Young People and Families Pressures	Cross CYFP Portfolio	Successful Young People and Families
253	3I54B1-4 Effective internal integration Youth Justice Service (YJS)	Children and Families	Successful Young People and Families

256	3144B1-1	Review of C&F Management Structure: Provider Services	Children and Families	Successful Young People and Families
257	3144B1-1	Review of Children and Families Structure: Fieldwork	Children and Families	Successful Young People and Families
258	CFBSP23	Service Improvement Team (SIT) and Strategic Contract and Resources Team (SCART)	Children and Families	Successful Young People and Families
259	314B5-2	Family Contact Service	Children and Families	Successful Young People and Families
260	CFBSP37	Children with Disabilities Service Budget 14/-5 savings proposal	Children and Families	Successful Young People and Families
261	3164B1-4	Safeguarding and Independent Reviewing Services	Children and Families	Successful Young People and Families
262	4Q14B2-2	Re- procurement of a city-wide floating housing support service for victims of domestic abuse	Commissioning	Better Health and Wellbeing
263	1B03B3-1	Finance - Project Recharges	Finance Service	Corporate Services
264	4GM4B1-2	Voluntary Sector Grant Aid Budget 2014-15	Community Services	Tackling Poverty and Increasing Social Justice
265	1B03B4-1	Finance - Income from recovery of 60 day debts	Finance Service	Corporate Services
266	4Q14B2-2	Redesign of Domestic Abuse Refuge Services for Women and Children	Commissioning	Better Health and Wellbeing
267		To reduce the financial value of the contract for delivery of the Sheffield Integrated Sexual Health Service (ISHS)	Business Strategy	Successful Young People and Families
268	4Q14B2-2	Supported Accommodation Drug and Alcohol project	Commissioning	Better Health and Wellbeing
269	4Q14B2-2	Budget Savings to Homelessness Services	Commissioning	Better Health and Wellbeing
270	1P03B1 & 1P03B2	Commercial Services Employee Savings	Commercial Services	Corporate Services
271	1P03B3	Commercial Services Proposed Income Generation	Commercial Services	Corporate Services

	Commercial Services Reduction in Supplies & Services Budget	Commercial Services	Corporate Services
272	1P03B4	Commercial Services Reduction in Supplies & Services Budget	Corporate Services
273	4P34B1-6 / 4P34B2-3	Review of capacity for Adult Provider Services (APS)	Better Health and Wellbeing
274	4P34B3-3	Adult Provider Services Management and Business Support – Budget savings 2014/15	Better Health and Wellbeing
275	4Q54B1-3	Commissioning Savings Proposals	Better Health and Wellbeing
276		A new housing related support subsidy policy to focus accommodation subsidies on early intervention and prevention and phase out long-term subsidies.	Better Health and Wellbeing
277	4P14B4-5	Capacity and Focus of In House Learning Disability Services	Better Health and Wellbeing
278	4R14B1-3 / 4R14B2-3 / 4R24B5-1 / 4V84B5-2 / 4V84B6-1	Business Strategy Savings Proposals 2014-15	Better Health and Wellbeing
279		2014/15 Fees for Care Homes	Better Health and Wellbeing
280	4GK4B3-2	Budget Reduction to Community Safety Discretionary Budget	Safe and Secure Communities
281	4P34B4-4	Adult Placement Shared Lives (APSL) Project	Better Health and Wellbeing
282	4V84B2-4 / 4V84B1-3 / 4V84B2-4	Budget 2014/15 Senior Management Team Managing Employee reductions and Review of Posts	Better Health and Wellbeing
283	4P14B1-1 / 4P14B1-2 / 4Q44B8-1	Consistent assessment of new service users in Older People, Physical Disabilities, Learning Disabilities and Mental Health	Better Health and Wellbeing

284	1AA3B4-1	Communications Managing Employee reductions 2013	Communications	Corporate Services
285	4GK4B1-3	Review of Community Safety Team including reduction in management capacity	Community Services	Safe and Secure Communities
286	4P14B8-2	Reducing the Demand for Adult Social Care in Learning Disabilities and Adults	Care and Support	Better Health and Wellbeing
287	4P24B5-3 / 4P24B11-4	Managing Employee Reductions Embedding Personalisation	Care and Support	Better Health and Wellbeing
288	4P44B1-5	Housing Care and Support Managing Employee Reductions 137	Care and Support	Better Health and Wellbeing
289	4P54B1-3	Social Care Accounts service programme	Care and Support	Better Health and Wellbeing
290	3F34B5-1	Children's Commissioning Unit	Business Strategy	Successful Young People and Families
291	4Q14B5-3	Withdrawal of Subsidy for Long-term Housing Support	Commissioning	Better Health and Wellbeing
292	4R24B1-2	Review of Training Budget	Business Strategy	Better Health and Wellbeing
293	4R24B2-2 / 4R24B3-2	Review of Involvement and Advocacy Contracts	Business Strategy	Better Health and Wellbeing
	Multiple	Managing Employee Reductions 2014/15	Council Wide	Corporate Services
295	2B03E15/1	Reduction of SYITA (The South Yorkshire Integrated Transport Authority) Levy	Regeneration and Development Services	All Outcomes
296	4P44B3-3	Budget Proposal - Review Welfare Support	Care and Support	Tackling Poverty and Increasing Social Justice

ⁱ Sheffield City Council (2012) *Bigger economy, better businesses, faster growth: an economic growth strategy for Sheffield (Consultation Draft)*, http://www.welcometosheffield.co.uk/content/images/fromassets/100_1591_190912112019.pdf p27

ⁱⁱ August 2012 data provided by Children, Young People and Families, Sheffield City Council

ⁱⁱⁱ From Struggling to Succeeding: Sheffield's Child and Household Poverty Strategy 2012-14 www.sheffield0to19.org.uk/professionals/strategy/Sheffield-s-Child-and-Household-Poverty-Strategy.html

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