

BUDGET REPORT 2015/16

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2015/16 REVENUE BUDGET

REPORT OF THE CHIEF EXECUTIVE AND THE EXECUTIVE DIRECTOR, RESOURCES

Purpose of the Report

1. The purpose of this report is to:
 - approve the City Council's revenue budget for 2015/16, including the position on reserves and balances;
 - approve a 2015/16 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 2015/16 budget, the Council ran a budget conversation between October and January that included a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by people who may be affected by decisions taken as part of the budget, and to ensure that they have had an opportunity to put forward other ideas for consideration.
3. In line with our values as an organisation, we have used consultation to inform people about our proposals, provide the opportunity to give feedback, make suggestions and let people know how their feedback has helped to influence our thinking. In this way we have attempted to ensure that our consultation activity is meaningful and appropriate at all times. Our budget consultation activity has had two main strands this year:
 - Two large corporate budget conversation events in the Town Hall, supplemented by additional activity, including a survey
 - Detailed consultation on particular topics and specific proposals

Corporate Consultation

4. Budget priorities have also been heavily shaped by consultation activity undertaken over recent years that has consistently confirmed public support for protecting services for the most vulnerable. This year public feedback on our guiding principles has supported our approach to:
 - operate efficiently as an organisation

- develop solutions for the longer term
 - take early preventative action
 - focus on people with the greatest need; and
 - work with our communities to deliver services in a different way.
5. These findings have been developed by both budget and non-budget related activity. This includes consultation that informed proposals in last year's budget and where implementation is being phased over two years in areas such as libraries, reviews and assessments in Adult Social Care, and changes to supported housing funding. The first of the large budget conversation events in the Town Hall was held in October 2014 and gave an opportunity for the Council to explain the scale of reductions we are facing to members of the public and our partners, to set out our approach to making the reductions, and to invite initial feedback on our approach. The open event was attended by over 140 people from partner agencies, representatives of community groups and voluntary organisations, as well as members of the public.
6. The second event, held in January 2015, was attended by around 100 members of the public, and gave us an opportunity to describe our budget proposals in more detail, and included workshops led by each of the Cabinet Members to discuss some of the most significant proposals in their areas of responsibility. To supplement the public events, we also invited feedback on our proposals through the Council's website (see www.sheffield.gov.uk/budget). We also produced a short animated video (available at www.sheffield.gov.uk/budget) designed to broaden understanding of the budget challenge, our approach and we used this alongside social media to signpost people to the consultation, as well as posting each of the presentations given at the events on the Council's website. The video was widely promoted via social media and received several thousand hits, significantly expanding the reach of our budget conversation compared to previous years.
7. The public events and the survey elicited an extensive range of comments which helped to inform our overall thinking on the budget. These included requests for further information and explanations, along with people's views on financial and resource issues covering capital and revenue budgets and how they are spent; the Government's approach to cuts; flexibility over charging and contracts; public sector collaboration and shared services; the importance of prevention work in housing & social care; support for addressing health inequalities with and for local people; focussing on providing the infrastructure

and environment to encourage growth and investment; make the Council's assets more productive and more resilient to provide financial relief in the short-term and reduce a reliance on fossil fuels in the long term; using existing assets to encourage enterprise and wealth creation in Sheffield; supporting residents to become less dependent and more independent of grants and support; reducing the numbers of councillors and their remuneration; recovery of monies owed to the council and further efficiencies; staff pay, sickness and pensions; and Council tax levels.

8. People asked about the extent to which the most vulnerable can be protected; how communities could be helped to support themselves; and the role of the voluntary and community sector. There were also discussions in relation to the impact of devolution, retention of business rates, and the potential creation of investment funds; the balance between longer term prevention and reactive work; what delivering services in a different way might mean for fair access, and distribution and quality of services; and the cumulative impact of savings over the last four years and the consequences of these.
9. We also invited people to provide ideas on ways to reduce spend, generate income, or do things differently to allow us to continue to provide services whilst maintaining a balanced budget. Suggestions ranged from brief comments to extensive commentaries covering a range of possible approaches. Some mirrored comments raised in the public events such as suggestions for reducing spend through cutting management and staffing costs, more efficiency reviews and greater use of digital communications. Others included stopping road alterations, further reducing libraries and encouraging greater recycling and fewer collections.
10. Ideas for generating income included: more proactive collection of monies owed to the Council and charging market rates for services; introducing a local lottery to raise funds for the voluntary and community sector; increasing advertising and sponsorship of council assets; early payment discounts; better use of the higher education institutions and colleges to harness ambition and work to retain students for a longer period; increasing council tax; growing the tourist economy; increasing transport charges and fines for littering; and being more business friendly and growing business in the city.
11. Views on doing things differently included more local procurement; using better products for repairs so reducing perceived false economies; getting better value from contractors and reducing outsourcing; reducing dependency on benefits; exploring community sector delivery of services; better partnership working, e.g.

health and social care; improving Special Educational Needs (SEN) provision; and increasing the use of technology.

12. People also gave their views on the draft proposals presented by Members at the second public event. These comments, and the responses to them, are available on the Council's budget webpages.
13. 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. This information has been carefully considered by officers and Members in developing and refining the budget proposals.

Topic and service-based consultation

14. Alongside our corporate budget conversation, we have also consulted with people about proposals on particular themes or in specific areas. This consultation has taken many forms, depending both on the nature of the proposal and which 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. Three areas of significant consultation activity are highlighted below.
15. We have in the past been able to protect spend, in relative terms, on areas like adult social care. Although we continue to prioritise support to the most vulnerable and those at risk, the continued reductions in government funding and continuing demand pressures have meant that this is no longer possible as the reductions in other areas would be likely to lead to these services becoming unsustainable. We have therefore spent a great deal of time talking to service users and providers about our proposals in adult social care, as this represents a significant area of change from current service provision. Consultation on the Learning Disabilities Commissioning Strategy has taken place with service users, providers and stakeholders to establish principles and overarching commissioning intentions, in order to enable the development of future specific learning disability budget proposals.
16. In Children, Young People and Families services, significant initial consultation and discussion with service users as part of the review of short break and respite services took place over April-September 2014. Consultation also included staff, providers and children and young people. A second stage consultation commenced on 27 January as proposals were developed.

17. Similarly, consultation with Sheffield Futures on the Youth Service contract started in August 2014, with staff consultation starting in October 2014 for both Sheffield Futures and Sheffield City Council employees. Final consultation with young people, parents and communities is anticipated to complete in January 2015. The consultation outcomes are being used to update the Equalities Impact Assessment, and will be communicated to Members ahead of final decisions being taken.
18. More broadly, the following examples illustrate the breadth of other consultation activity across all areas of the Council with consultation taking place with Friends of Parks Groups and local residents on the future of urban nature parks; and with business and organisations such as the Chamber of Commerce on an alternative delivery model for Marketing Sheffield. We have consulted with voluntary and community groups to establish the likely impact of funding reductions in grants, and with providers about reductions to the Community Wellbeing Programme.
19. Consultation on proposals will not stop once the budget has been agreed by Members. Further consultation with those affected individuals, groups, organisations and staff will take place throughout the year as decisions are implemented through the Council's usual governance processes – this will include, for example, highways maintenance provision following negotiations on our contract with Amey; with residents and businesses on the Council's approach to online self-service as the preferred channel for customer enquiries; and on a range of proposals in adult social care provision, e.g. community support service, home support, small adaptations and independent living solutions; and the proposed review of the Public Health Grant contribution to mental health provision in line with the Council's wider re-commissioning of mental health services. We remain committed to making sure that people have the opportunity to comment on and influence proposals, particularly where services may change or reduce.
20. All the results of consultation activity will be taken into account when making individual decisions on the proposals. In some cases this consultation activity is not yet complete and therefore firm proposals will be subject to further decision-making in line with the Council's usual governance processes.
21. More information about our approach to consulting on the various budget proposals can be found in individual service EIAs.

Medium Term Financial Strategy

22. On 15 October 2014 Cabinet considered a report of the Executive Director, Resources entitled Medium Term Financial Strategy (MTFS) 2015/16 to 2019/20. This report provided an update of the Council's MTFS to reflect the budget decision of the Council for 2014/15 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.
23. The report on the MTFS indicated that there would be reductions in Revenue Support Grant (RSG) of up to £45m (or 28%) in 2015/16 and a further £11m (or 10%) in 2016/17. The assumption for 2015/16 was based on a Technical Consultation on the Finance Settlement for 2015/16 issued by the Government on 22 July 2014.
24. It was also forecast in the MTFS report that reductions in RSG of 10% per annum would occur in the years from 2017/18 onwards. Reductions of this scale have become the norm in funding for Government departments with the majority of public services reduced by this percentage in the spending plans for 2015/16. However, it is important to note that the Government has not provided any details regarding local government funding beyond March 2016. It is likely that there will be a spending review once the outcome of the 2015 general election is known.
25. As well as the RSG reduction, a series of assumptions around business rates income were made:
 - The Council's locally retained share of business rates income would increase by £6m in 2015/16, and;
 - The Council would receive compensation for the 2% cap on the small business rate multiplier in 2015/16 (equivalent to £2.5m).
26. In addition to these funding assumptions, the Council faced additional corporate expenditure of up to £3.5m. This primarily included:
 - additional Streets Ahead costs (£1.8m),
 - provision for funding the increased pension contributions as a result of the 2013 actuarial review (£1m),
 - provision for funding debt charges in relation to the New Retail Quarter (£1m), offset by;

- reductions in capital financing costs (£1.6m).
27. There was also the issue of rising costs faced by Portfolios due to variations in inflation, new burdens legislation and levels of demand, particularly in social care services. It was proposed that the approach to be taken regarding pressures would be the same as that adopted previously, i.e. that portfolios would be required to manage their pressures from within existing resources and where necessary they would be required to identify offsetting savings.
28. The overall forecast picture for Sheffield City Council was for a potential shortfall of around £38m in 2015/16 rising to a cumulative shortfall of £78m by 2019/20, not including portfolio cost and demand pressures. The final position shown later in the MTFS report is that £63m of savings are required – including savings to offset portfolio cost and demand pressures – in order to balance the budget for 2015/16. 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 a reduction of 15% in 2015/16, 10% in 2016/17 and 10% in 2017/18.

Better Care Fund

29. As shown in table 3 further on in this report, the Council currently receives funding via the NHS to meet some of the costs of providing adult social care. The allocation to Sheffield is shown in the spending power figures as amounting to £12.4m in 2014/15.
30. The MTFS report 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. In preparation for the move to pooled budgets in 2015/16, an extra £200m was transferred from the NHS to local authorities in 2014/15 (£2.7m of which was allocated to Sheffield) to ensure that change can start immediately through investment in new systems and ways of working. These initiatives are referred to later in this report.

Approach to balancing the budget

31. The overall approach to balancing the budget has involved using the strategic outcome model that the Council has adopted in previous years 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 2014

32. The Chancellor delivered his Autumn Statement (AS2014) to Parliament on 3 December 2014. Looking at the projections made in AS2014, departmental spending is scheduled to continue to fall in 2016/17 and 2017/18 at the same rate as has occurred in this Parliament, suggesting that there could be more budget reductions beyond 2015/16.
33. AS2014 did not include any analysis of spending impacts down to Department level. It is possible to make comparisons of total forecast Departmental Expenditure Limits between the data released alongside the Budget 2014 and AS2014, from which extrapolations about potential spending cuts beyond 2015/16 could be made. However, such extrapolations would be purely speculative because it is not clear for example which departments (other than Health, Education and perhaps International Development) will be protected from cuts in the future.
34. AS2014 did include the Government's announcement about its commitment to a long-term review of business rates, the outcome of which will be reported back by March 2016, with terms of reference to be published in due course. Although no specific details were provided, the AS2014 report did state that "the review will be fiscally neutral and consistent with the government's agreed financing of local authorities".
35. A short-term business rates administration review was conducted in April 2014, the interim findings of which were published shortly after AS2014. The findings included a summary of the government's proposals to address businesses' concerns regarding clearer billing, better sharing of information and a more efficient appeals process.
36. The Chancellor re-affirmed a number of commitments he made in the 2013 Autumn Statement, namely to extend the doubling of Small Business Rates Relief and to continue the 2% cap on the RPI increase in the business rate multiplier to the end of 2015/16. He also announced that the £1,000 business rates discount for shops, pubs, cafes and restaurants with a rateable value of £50,000 or below, will be increased to £1,500 in 2015/16. The Council is fully compensated for its share of business rates foregone as a result of these measures, so the impact is cost neutral.

37. The AS2014 does have the potential to create opportunities for Sheffield's growth and reform activity with a specific focus around the economies of northern cities and a number of key announcements (Sir Henry Royce Institute; major road and rail investment). On the public service reform agenda, there are a number of key references to greater public service integration, including in health and social care (multi-year budgets for local authorities and Clinical Commissioning Groups from the next Spending Review) and health and employment (for instance, supporting people with mental health conditions to find employment).

Local Government Finance Settlement

38. The Government announced details of the Provisional Local Government Finance Settlement for 2015/16 on 18 December 2014. Unlike previous years, the 2015/16 Settlement did not include indicative figures for the 2016/17 financial year because 2015/16 is the final year of the current Parliament, after which it will be for a new Government to determine a new Settlement for Local Government, following the General Election in May 2015.
39. 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.
40. The SFA comprises the following elements:
- The Business Rates Baseline funding: the Government's estimate of each local authority's 50% share of business rate income which is then adjusted via a system of top up grants or tariffs to arrive at a Business Rates Baseline Funding level for each local authority, and;
 - Revenue Support Grant which includes some of the funding allocations that have been specific grants in the past.

Settlement Funding Assessment for 2015/16

41. The Settlement included a reduction in the SFA of approximately £40m in 2015/16. Although the overall reduction in SFA is broadly as expected, there are variations within the components:

- The business rates baseline is £3.8m less than assumed in the MTF5. The Government's estimate of the business rates baseline is simply based on the increase in the multiplier (which is capped at 2%), whereas the Council also took into account factors such as growth in the number of properties liable to business rates as well as a reduction in the provision for appeals.
- The level of RSG in 2015/16 is marginally worse than assumed in the MTF5, once the inclusion of the Council Tax Freeze Grant for 2014/15 – which was paid as a specific grant in 2014/15 – is taken into account.

42. The comparison between 2014/15 and 2015/16 is set out below:

Table 1

	Actual 2014/15 £000	Provisional 2015/16 £000	Difference £000
Revenue Support Grant	157,460	114,749	-42,711
Baseline Business Rates Funding			
Local Share of Business Rates	100,593	102,517	1,924
Top Up Grant	28,342	28,883	541
Total Settlement Funding Assessment	<u>286,395</u>	<u>246,149</u>	<u>-40,246</u>

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

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

44. The elements in SFA are shown below:

Table 2

	RSG 2015/16 £000	Baseline 2015/16 £000	Total 2015/16 £000
Upper Tier Funding	76,240	97,182	173,422
Lower Tier Funding	13,430	18,503	31,933
Grants rolling in:			
Council Tax Freeze Compensation Part 1	2,837	2,042	4,879
Early Intervention Funding	7,558	7,378	14,936
Homelessness Prevention Funding	293	215	508
Lead Local Flood Authority Funding	76	56	132
Learning Disability and Health Reform Funding	8,572	6,024	14,596
Council Tax Freeze Compensation Part 2	3,882	0	3,882
Local Welfare Provision	1,861	0	1,861
Total SFA	<u>114,749</u>	<u>131,400</u>	<u>246,149</u>

45. It should be noted that the Government adjusts some of the figures for grants rolling into RSG and the business rates baseline, purportedly for the purposes of like-for-like comparisons. What this means is that the figure quoted in the Government's settlement figures does not always bear any resemblance to the actual specific grant received in the previous year. A good example is the Local Welfare Provision Grant which, according to DCLG settlement figures as per Table 2 above, will be rolled up into RSG at £1.861m. However, as shown in Table 3 below, the actual amount paid to the Council in 2014/15 was £2.472m.

Specific Grants

46. The overall impact of the Local Government Finance Settlement will include variations in the level of specific grants that will be allocated to the City Council. Although the majority of funding is now allocated through the Formula Funding process, there remain a number of specific grants from Government in support of service delivery costs. The table below shows the grants that the Council has taken into account when setting the 2015/16 revenue budget. The majority of these grants are already included in Portfolio/Service budgets and the proposals set out in the budget implementation plans.

Table 3

	Actual 2014/15 £000	Budget 2015/16 £000	Variance £000
Council Tax Freeze Grant 2014/15	1,968	0	-1,968
Local Welfare Provision Grant	2,472	0	-2,472
Housing Benefit Admin Grant	3,868	3,564	-304
Council Tax Support New Burdens Funding	270	124	-146
Local Services Support Grant	0	53	53
NHS Funding	12,399	0	-12,399
Better Care Fund	0	37,783	37,783
Public Health	30,748	30,748	0
Business Rates Top Up Grant	28,342	28,883	541
S31 Grant for Business Rate Cap 2014/15 & 2015/16	1,079	1,916	837
S31 Grants for Business Rate Reliefs	0	3,100	3,100
Adult Social Care New Burdens (starting in 2015/16)	0	2,644	2,644
Total	81,146	108,815	27,669
Less:			
Adult Social Care New Burdens (starting in 2015/16)	0	-2,644	
Better Care Fund	0	-37,783	
Adjust:			
Local Welfare Provision Grant	-2,472	0	
NHS Funding	0	12,399	
Revised total	78,674	80,787	2,113

47. The overall net increase in specific grants of £2.1m for 2015/16 reflects the following key changes:

- Council Tax Freeze Grant (CTFG): the Council accepted the Grant for 2014/15 and included £1.968m in its revenue budget for that year. However this is no longer a specific grant in 2015/16. As CTFG has effectively become a one-off source of funding, acceptance of CTFG can no longer be viewed as a sustainable strategy. The Council is proposing to increase council tax up to the local referendum limit of 2%, hence it will not be eligible for CTFG in 2015/16.
- Local Welfare Provision Grant: this is being removed from April 2015. This currently amounts to £2.472m and funds the Council's welfare assistance scheme.
- Compensation for business rates capping: the 2013 Autumn Statement capped the increase in the business rates multiplier (the rate in the £ that

businesses pay) to 2% in 2014/15 and 2015/16. The business rates retention scheme that was established in April 2013 uplifts the Business Rates Baseline by RPI and this was therefore expected to increase by approximately 2.8% for 2014/15 and 2.3% for 2015/16. The Government will continue to compensate local authorities for this difference. For Sheffield the compensation is expected to amount to £1.916m in 2015/16.

- Compensation for business rates reliefs: as compensation for business rates-related measures introduced and/or extended in the 2013 Autumn Statement, the Council expects to receive a number of grants including Small Business Rates Relief (£2.5m), Retail Relief (£500k) and Empty New Build Relief (£100k).
- Adult Social Care New Burdens funding: the Government will provide £2.644m of new funding for Sheffield to cover additional statutory responsibilities as a result of the Care Act.
- Better Care Fund: contrary to what is implied in the Settlement figures, the Council will not receive £37.8m from the Better Care Fund; this figure represents the total amount of the pooled budget shared with the NHS, and the actual amount which the Council will receive from the BCF is subject to ongoing discussions with the Clinical Commissioning Group. NHS funding to support social care will be amalgamated into the BCF.

Numerous independent commentators have stated that it is misleading on the part of the Government to quote the full amount for BCF in spending power figures because it masks the underlying reduction in RSG. CIPFA for example has been quoted as stating that the government's spending power presentation is "disingenuous" and massively underplays the "true size and scope of the cuts", which it says amount to more than three times the official government figure.

- Independent Living Fund (ILF): The ILF scheme is currently administered by Department for Work & Pensions (DWP) and delivers financial support to disabled people so they can choose to live in their communities rather than in residential care. The scheme will close on 30 June 2015, after which point the responsibility for service users will transfer to local authorities. No official confirmation of funding to support the transfer of responsibilities from DWP to local authorities was provided in the December 2014 Settlement, hence it does not appear in Table 3 above. It is understood that funding will be paid as a so-called Section 31 grant from DCLG, which normally means that the

grant is not ring-fenced. The current estimate for the Council in 2015/16 is around £2m, and this figure has been used for the purposes of setting the budget for the Communities portfolio on the basis that this funding will be earmarked for ILF activity.

- Public Health Grant: the Government announced in the December 2014 Settlement that £30.7m of Public Health grant would be allocated to the Council. A further £3.5m will be allocated to the Council in 2015/16, along with a transfer of responsibilities from the NHS with effect from October 2015. These responsibilities will include health visitor services for children aged 5 years and under. This additional funding has not been shown in Table 3 above because it has not yet been officially confirmed.
48. The position above does not include various education-related grants such as Education Services Grant (ESG) and Dedicated Schools Grant (DSG), the majority of which is “passported” to schools. The provisional DSG settlement amounts to £377m for Sheffield, of which it is currently estimated that £320m 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.
49. 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 £6m in 2014/15 to £7.4m in 2015/16. This variation is not included in the assessment of the revenue budget position because it would not be prudent to use time-limited funds such as NHB to sustain long-term commitments. The Council has decided to use NHB to fund projects which help make sites available to developers to encourage new housing developments or bring long term empty properties back into use. NHB is therefore used mainly on capital projects but some projects are used to enhance services normally funded through the revenue budget. NHB-funded projects are approved on a case by case basis and for a specific time period.

Business Rates income

50. 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 RSG.

51. 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.
52. 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.
53. The Council is required to provide an estimate of how much business rate income it will collect and therefore how much it will rely upon in setting the budget for 2015/16. 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 2015/16 that will be based on experience of recent years and the use of the most up to date information available.
54. 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 2014 as the starting point; on this basis, it is estimated that the number of business premises in Sheffield that are liable for business rates is 18,161 (17,602 as at 30 September 2013) with an aggregate rateable value of £533.965m (£530.083m as at 30 September 2013). This includes two parts of the city where special rules apply.

New Development Deal and Enterprise Zone

55. As shown in the table below, the parts of the city referred to as the New Development Deal and Enterprise Zone account for less than 2% of the aggregate rateable value of the city. However, both parts of the city are significant because any growth in business rates above the “baseline” established in 2013/14 can be retained in full locally, rather than half being repaid to Government. On the NNDR1, they are called “Designated Areas”.
56. The New Development Deal, which is within the section of the city centre earmarked for the New Retail Quarter, is expected to see substantial long-term growth in business rates, which will be re-invested to improve the infrastructure of the city centre. Sheffield is one of only three authorities in England who have successfully applied for this status as part of the Government’s programme of city deals, the other two being Newcastle and Nottingham.
57. The Enterprise Zone is located at the Advanced Manufacturing Park off the Parkway. Businesses which choose to re-locate to enterprise zones can receive several financial incentives. The Government also allows the Council to passport all business rates over and above the 2013/14 baseline to the Local Enterprise Partnership (or in Sheffield’s case, the Combined Authority) which then decides how those receipts should be invested. In 2015/16, the amount payable to the Combined Authority over and above the baseline, and including the Government’s Enterprise Zone qualifying relief, is £347k (see ‘Designated Areas’ in Table 5).

Table 4

	£m	
New Development Deal	3.420	0.6%
Enterprise Zone	3.779	0.7%
Rest of Sheffield	526.766	98.7%
Total	533.965	100%

Calculating the Business Rates Estimate for 2015/16

58. Based on the 2015/16 rating multiplier (the “rate poundage”, which is set by Government) this produces a gross business rate estimated income (the “Gross Rate Yield”) of £259.9m (£250m in 2014/15). 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 £38.2m (£36.9m in 2014/15).
- Losses and costs of collection: this includes an estimate of the bad and doubtful debts in 2015/16, the potential legal and other recovery costs. Using the assumptions set out in Government guidance about this, the estimated figure is £3m (£2.2m in 2014/15).

59. 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 set a target for the VOA to work through 95% of outstanding appeals (as at 30th September 2013) by July 2015.
60. 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 2014, the number of outstanding appeals in Sheffield include 72 (114 in September 2013) in respect of the 2005 rating list and 858 (988 in September 2013) in respect of the 2010 rating list.
61. The provision for losses due to appeals that was established in 2013/14 amounted to £13.6m 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. In 2014/15 a further provision for appeals of £5m was taken. A similar method in 2015/16 results in an additional estimated provision for appeals of £3.8m.

Overall Business Rates Estimate for 2015/16

62. Based on assumptions relating to reliefs and appeals, it is estimated that the total net business rates for Sheffield will amount to £214.9m in 2015/16 (£205.8m in 2014/15). 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 2015/16, insofar as it relates to business rates, is shown below.

Table 5

Collection Fund - Business Rates Estimate for 2015/16

2014/15 £'000		2015/16 £'000
249,955	Gross Business Rates income yield	259,881
-36,886	LESS Estimated Reliefs	-38,208
-2,240	Losses in Collection	-3,027
-5,028	Losses on Appeals re Current Year Bills	-3,761
<u>205,801</u>	Net Estimated Business Rates	<u>214,885</u>
Appropriation of net business rates:		
100,898	Sheffield City Council	105,661
2,058	SY Fire Authority	2,136
102,845	Government	106,741
	Designated Areas	347
<u>205,801</u>		<u>214,885</u>

63. The estimated 49% of net business rates for Sheffield amounts to £105.7m (£100.9m for 2014/15). This is slightly more than the figure assumed by the Government in the provisional 2015/16 Local Government Finance Settlement that £103.6m would be retained by Sheffield City Council due to anticipated growth in the city's business rates yield above inflation.

It is proposed that the Council budget for 2015/15 include business rates income of £105.661m as its 49% share of net income. The proposed budget for specific grants includes £1.9m 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%.

Council Tax income

Council Tax base for 2015/16

64. The Council set a Council Tax Requirement of £164.377m for 2014/15 which resulted in a Band D council tax of £1,282.75. This included a determination that the council tax base – the number of properties on which a tax can be charged – would be 128,144.18 Band D equivalent properties. This represented a modest increase in the taxbase of 0.07% compared to the previous year.
65. The phrase “Band D equivalent properties” is used throughout this report because Band D is used by the Government as the standard for comparing council tax levels between and across local authorities. This measure is not affected by the varying distribution of properties in bands that can be found across authorities. A definition of Council Tax can be found in **Appendix 10**.
66. A summary of the council tax levels by band can be found in Table 9 further on in the ‘Financing the 2015/16 Budget Requirement’ section of this report. Further details can also be found in **Appendix 6**.
67. The calculation of the tax base for 2015/16 has involved an assessment of the following:
- There has been an increase in the number of domestic properties that are liable for council tax. An increase in house building has resulted in an additional 1,079 band D equivalent properties.
 - There has been a decrease in the expected CTSS caseload. This reduction amounts to 1,104 fewer band D equivalent properties claiming council tax support.
 - There is an increase of 95 in the number of band D equivalent properties that are entitled to discounts and exemptions. This is mostly due to additional student properties which are exempt from council tax.
 - The estimated collection for 2015/16: 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 2015/16, a prudent collection rate of 95.5% has been assumed (although we still intend to collect 99% over the long term), which is unchanged from 2014/15. 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.

68. The Council Tax Base for 2015/16 has therefore been determined as 130,231.44 Band D equivalent properties, as shown in Table 6 below. This is an increase of 2,087.26 properties (or 1.6%) compared to 2014/15 and will result in an increase in council tax income of £6m assuming a 1.99% increase in Band D council tax. Of the £6m increase, £2.7m is as a result of the net increase in Band D equivalent properties, and the remaining £3.3m is due to the proposed 1.99% increase in Band D council tax.

Table 6

	Band D equivalent number of properties
Council Tax Base of Band D equivalent properties for 2014/15	128,144.18
Additional properties in 2015/16	1,078.78
Reduction in properties entitled to CTSS	1,103.53
Increase in number of properties entitled to discounts / exemptions	-95.06
Council Tax Base of Band D equivalent properties for 2015/16	<u>130,231.44</u>

Council Tax Freeze Grant for 2015/16

69. The Finance Settlement includes details of the Council Tax Freeze Grant for 2015/16. This is to be paid to local authorities that do not increase the council tax from the 2014/15 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. If the Council chose to freeze council tax at the same level as 2014/15, the actual grant would amount to £1.972m in 2015/16 (approximately £0.3m higher than the amount based on the actual tax base).

70. The Finance Settlement states the following:

“Government intends that Council Tax freeze funding for 2015/16 should be built into the baseline for subsequent years. This provides the maximum possible certainty for councils that the extra funding for freezing council tax will remain available. The 2011/12, 2013/14 and 2014/15 freeze grants are already in the local government settlement total for future years.”

71. To what extent this grant will continue indefinitely is uncertain. In any event, as the pattern appears to be that CTFG will no longer be given as a specific grant for more than one year, acceptance of CTFG can no longer be viewed as a sustainable financial strategy.

72. Therefore, the proposals set out in this Report assume that the Council will set a 1.99% increase in council tax in 2015/16. This follows four years (2011-15) during which time council tax has been frozen.

Council Tax referenda

73. 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.

74. 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.

75. 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.

76. The Provisional Local Government Finance Settlement issued on 18 December 2014 confirmed that, subject to consultation, the Government had no plans to revise either the 2% referendum limit or the provisions relating to the calculation of the “relevant basic amount” of council tax.

Business Planning for 2015/16

77. 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 2015/16 for a specified cash limited budget.

78. The Business Planning process for 2015/16 began before the consideration of the MTFFS report by Cabinet in October 2014. 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.

79. 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 2015/16

80. In formulating the budget for 2015/16 there are a number of adjustments that will need to be made to reflect variations in costs and resources, some of which are outside of the control of the Council and others reflect the continuation of current Council policy. The following section shows those items that have been included in the proposed budget, along with a summary table (Table 7) which demonstrates how the Council's revenue budget for 2015/16 has been balanced.

Funding from Government

81. The earlier part of the report provided details of the Local Government Finance Settlement for 2015/16. The Settlement resulted in a reduction in RSG of £42.7m for 2015/16. Further details of variations to specific grants are also

provided earlier in this report; a summary of the main changes – amounting to a net increase in specific grants of £2.1m – are as follows:

- Council Tax Freeze Grant 2014/15 will be rolled up into RSG (£2m loss of income), offset by;
- £3.1m of grants awarded to the Council as compensation for business rates-related measures introduced and/or extended in the 2013 Autumn Statement, including Small Business Rates Relief (£2.5m), Retail Relief (£500k) and Empty New Build Relief (£100k);
- Additional Business Rates Inflation Cap Grant (£837k);
- Additional Business Rates Top Up Grant (£541k).

82. The overall reduction in funding from Government is £40.6m.

Business Rate income

83. 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 £105.661m, which is an increase of circa £4.8m compared to 2014/15. This is £3.1m above the assumed retained business rate figure that is determined by Government as part of the Business Rates Baseline.

Council Tax income

84. The determination of the council tax base has resulted in additional income of £6m as reported earlier. This assumes that the actual Band D equivalent tax will increase by 1.99% from April 2015.

Collection Fund surplus

85. The Collection Fund position has been determined at 15 January 2015, as required by statute. There is an estimated surplus for the City Council of £3.3m. For further details, please refer to the 'Financing the 2015/16 Budget' section of this report.

Additional Budget Provisions

86. There are a number of proposed additions to the budget for 2015/16:

- Portfolio pressures: Portfolios are faced with increased levels of demand for services and rising costs of service provision, particularly in the area of social

care, all of which is exacerbated by onerous legislative changes to the Council's statutory responsibilities and by loss of funding. The total cost of Portfolio pressures amounts to around £22m. Details of the pressures are in **Appendix 1**.

- Local Government Pensions costs: as a result of the triennial valuation of the South Yorkshire Local Government Pension Scheme (LGPS) completed by 31 March 2014, the Council's financial obligations with regard to the LGPS have increased significantly over the period 2014-17 compared to the previous triennial period. The Council is required to set aside a further £2.4m to meet these obligations in 2015/16.
- Pay strategy: the expected net cost of reinstating half-increments after taking account of 3 days' unpaid leave is around £0.1m greater than the 2014/15 budget.
- Infrastructure Investment (New Retail Quarter): proposals relating to the development of the new retail quarter were presented to Members in July 2014. These proposals involve land acquisitions funded by prudential borrowing which could result in capital financing charges to the revenue account. The existing budget for such charges is £0.4m in 2014/15, rising to £1.4m thereafter.
- Streets Ahead: the Council investment in the Streets Ahead contract will result in the required amount increasing by approximately £1.8m per annum from April 2015, as planned. This includes the full debt charges associated with borrowing £135m to finance the acquisition of assets (a saving on the previous borrowing via PFI).
- 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 target from £250k in 2014/15 to £nil in 2015/16.
- Future Shape: As part of the plan to deal with further sustained funding reductions, the Council needs to ensure that it continues to adapt and change to maximise the outcomes it can achieve for the people of Sheffield at the least cost. Our new Corporate Plan will set out how we aim to be an "in touch" organisation. For us this means:

- finding smarter ways to operate so that we are intelligent, agile, innovative and efficient;
- to listen and be responsive to customers;
- to reform public services to meet people's needs;
- to make well informed decisions, based on good information;
- making changes to the right things in the right way, and;
- valuing our employees to ensure we support and get the best out of them.

In order to achieve this we will have to work with a range of partners and invest in technology and projects to change the way we work – to improve customer services, including digital access to services and to develop better business intelligence, joined up with partners such as health to support integrated working. The budget approves a level of funding for such projects, funded from savings that we have made by negotiating an extension to, and changes in, the Capita contract.

- Council Tax Hardship Scheme: the Council set up this scheme alongside the introduction of its council tax support scheme in April 2013, with a budget of £500k which remained in 2014/15. For 2015/16, it is proposed to increase this budget by £100k to mitigate the potential for an increase in claimants as a result of the 1.99% increase in council tax.

Reductions in budget provision

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

- Capital financing costs: the Council holds a revenue budget in order to meet the costs of borrowing undertaken to finance the capital programme. On the assumption that market conditions will remain favourable to the Council next year, i.e. interest rates and borrowing requirements will not exceed those stated in the Treasury Management Strategy in **Appendix 7**, it is proposed to reduce this budget by £3.1m.
- 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 and severance costs. The 2014/15 base budget included a provision of £11.2m to fund redundancies and other severance costs. The proposals set out in the budget implementation plans (BIPs) involve a reduction of fewer than 200 posts (the figure quoted in the Council's HR1 submission), a number of which are currently assumed to be vacant. The net reduction in posts estimated in

the BIPs amounts to 98 which represents a 79% decrease compared to the figure of 475 for 2014/15. It is therefore proposed to reduce the redundancy cost provision in the 2015/16 budget by £3m to £8.2m. As part of the Council's risk based reserves strategy, it is also proposed to increase the corporate redundancy reserve from £2.1m to £5.1m as a contingency.

- Public Health: savings of £2.5m have been targeted from existing public health activities in order to avoid disinvestment in other Council services which promote health and wellbeing outcomes, for which revenue funding is no longer available. Of the £2.5m, £500k is already included in CYPF's savings proposals. Further details of individual savings proposals can be found in the portfolios' Budget Implementation Plans (BIPs) in **Appendix 2**.
- Capita contract: in-depth negotiations have taken place between Council officers and Capita to identify the potential for further savings on the Capita contract. It was announced in Autumn 2014 that the negotiations were successfully concluded, resulting in savings of £1.8m in 2015/16.
- Pensions re-financing: the Council has been reviewing a number of options for re-financing large regular payments to third parties by gaining access to low interest rates in order to secure an early payment discount. One such instance is the £20m+ annual payment to South Yorkshire Pensions Authority, whereby the Council will generate an estimated net saving of £500k in 2015/16.

Contribution from Reserves in 2015/16

88. The budget proposals involve the use of reserves to meet expenditure in 2015/16, and/or smooth costs in future years, for the following purposes:
- Drawing down funding from the Better Care Fund reserve to smooth the transition to pooled budget arrangements with the CCG whilst a more sustainable funding strategy is formulated;
 - Setting aside a proportion of the estimated 2014/15 Collection Fund surplus in the business rates reserve as a contingency against the risk of an increase in refunds as a result of appeals

Table 7

	£m	£m	£m
Reductions in funding from Government			
Reduction in Revenue Support Grant (RSG)		42.7	
Council Tax Freeze Grant 2014/15 rolled up into RSG	2.0		
Variations in Specific Grant	-0.2		
Small Business Rates Relief Grant	-2.5		
Additional Business Rates Inflation Cap Grant	-0.8		
Additional Business Rates Top Up Grant	-0.5		
		<u>-2.1</u>	
			40.6
Portfolio pressures			
Loss of funding		9.4	
Increasing demand on services		5.3	
Pay & price inflation		3.7	
Legislative changes		<u>3.6</u>	
			22.0
2015/16 budget gap before portfolio savings proposals			<u>62.6</u>
Portfolio savings proposals			-37.5
2015/16 budget gap after portfolio savings proposals			<u>25.1</u>
Growth in Business Rates base			-4.8
Additional Council Tax income			
1.99% increase in council tax		-3.3	
Growth in tax base		<u>-2.7</u>	
			-6.0
Collection Fund estimated surplus in 2014/15			-3.3
Removal of one-off items			
Collection Fund estimated surplus in 2013/14			0.2
Additional budget provisions			
Pensions costs		2.4	
Streets Ahead contract		1.8	
NRQ infrastructure investment		1.0	
ICT refresh / Future Shape		0.3	
Improved debt collection		0.3	
Pay strategy		0.1	
Increase in Council Tax Hardship Fund		<u>0.1</u>	
			6.0
Budget reductions			
Capital financing costs		-3.1	
Redundancy costs		-3.0	
Public Health savings / re-investments *		-2.0	
Capita contract		-1.8	
Pensions re-financing		<u>-0.5</u>	
			-10.4
Contributions from reserves			-6.8
2015/16 budget gap			<u>0.0</u>

NOTE

Public Health savings / re-investments * - savings of £2.5m have been targeted from existing public health activities in order to avoid disinvestment in other Council services which promote health and wellbeing outcomes. Of the £2.5m, £0.5m is already included in the portfolio savings proposals figure.

Savings proposals for 2015/16

89. 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 6 March 2015. The total amount of Portfolio savings are £37.5m. If any of these proposals were not to be approved by Council then alternative compensating savings would need to be identified and recommended to Council. Details of the Portfolio savings are in the Budget Implementation Plans (attached at **Appendix 2**).

Table 8

Portfolio	Savings Proposals for 2015/16 £m
Communities	14.9
CYPF	8.0
Place	10.2
PPC	0.5
Resources	3.9
Total	37.5

Revenue Budget position for 2014/15

90. At its meeting in March 2014, the Council approved a Net Revenue Budget for 2014/15 of £451.248m. 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.
91. 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 2014, shows a forecast reduction in spend of £144k as per the table below.
92. In summary, the position as at Month 8 shows a balanced budget for 2014/15, so there is no direct impact on the 2015/16 budget.

Portfolio	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 7
CYPF	80,216	81,163	(947)	↔
COMMUNITIES	166,174	163,515	2,659	↓
PLACE	167,654	166,010	1,644	↓
POLICY, PERFORMANCE & COMMUNICATION	3,011	2,922	89	↔
RESOURCES	62,942	62,519	423	↓
CORPORATE	(480,666)	(476,129)	(4,537)	↔
GRAND TOTAL	(669)	0	(669)	↓
LESS APPROVED CARRY FORWARD			525	
ADJUSTED GRAND TOTAL			(144)	

Balances and Reserves

93. 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.
94. 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

95. 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 2015/16.

Levies

96. The Council currently has approximately £28m in its revenue budget for levies. This includes the following levies:
- Sheffield City Region (SCR) Combined Authority Local Transport Board (CALTB) levy; the SCR Combined Authority has approved its budget for 2015/16 in January 2015. A transport levy reduction of £4.2m is expected for

Sheffield. This reduction is included in the City Council budget proposals under the Place portfolio.

- Payments to the South Yorkshire Pensions Authority and to the Environment Agency amounted to £0.214m and £0.186m respectively in 2014/15. The figures for 2015/16 are £0.205m and £0.196m respectively.

Portfolio Revenue Spending Plans for 2015/16

97. 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.
98. 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

99. Our budget for 2015/16 is driven by five priorities:
 - **An in-touch organisation:** This means listening; being connected and being responsive to a range of people and organisations; ideas and developments. This includes local people; communities and Government, as well as keeping pace with technology. This means understanding the increasingly diverse needs of individuals in Sheffield so the services we and our partners provide are designed to meet these needs. It also means understanding how to respond. This priority is also about empowering individuals to help themselves and providing opportunities to do this, so they and their communities are increasingly independent and resilient.
 - **Strong economy:** This means creating the conditions for local businesses to grow and making Sheffield an attractive location to start a business. We want Sheffield to achieve our economic potential and for the pace of Sheffield's economic growth to quicken, particularly in the private sector. This means being well-connected, both physically and digitally, building on our success as a city that supports businesses to grow and play a full, distinctive role in the global economy. We want local people to have the skills they need to get jobs and benefit from economic growth; and to make the most of the distinctive things Sheffield has to offer, such as cultural and sporting facilities.
 - **Thriving neighbourhoods and communities:** This means neighbourhoods where people are proud to live, with communities that support each other and get on well together. This includes good, affordable housing in places that are well-

maintained and easy to get around. It means places with access to great, inclusive schools that also act as community amenities, together with libraries and it means places with access to high quality sport and leisure facilities, including green and open spaces. We want people living in Sheffield to feel safe and will continue to join with other agencies in the city to make it easier for local people and communities to get involved, so we can spot and tackle issues early. We will work with communities to support them and to celebrate the diversity of the city.

- **Better health and wellbeing:** This means helping people to be healthy and well, by promoting and enabling good health whilst preventing and tackling ill-health, particularly for those who have a higher risk of experiencing poor health, illness or dying early. Health and wellbeing matters to everyone. We will provide early help and look to do this earlier in life to give every child the opportunity to have a great start in life. This is strengthened by our other priorities that make sure the city has facilities and amenities that help people to stay healthy and well, such as leisure and culture, as well as access to green and open spaces.
- **Tackling inequalities:** This means making it easier for individuals to overcome obstacles and achieve their potential. We will invest in the most deprived communities; supporting individuals and communities to help themselves and each other, so the changes they make are resilient and long-lasting. We will work, with our partners, to enable fair treatment for individuals and groups, taking account of disadvantages and obstacles that people face.

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

- Those in greatest need should take priority
- Those with the most resources should make the biggest contributions.
- The commitment to fairness must be for the long-term.
- The commitment to fairness must be across the whole city.
- Preventing inequalities is better than trying to cure them.

- To be seen to act in a fair way as well as acting fairly.
- Civic responsibility - all residents to contribute to making the city fairer and for all citizens to have a say in how the city works.
- An open continuous campaign for fairness in the city.
- Fairness must be a matter of balance between different groups, communities and generations in the city.
- The city's commitment to fairness must be both demonstrated and monitored in an annual report.

101. We need to find savings of around £63m to meet grant cuts and pressures in 2015/16 compared to 2014/15. The Council is structured with four large spending portfolios: Communities; Children, Young People and Families; Place; and Resources. Our approach to the budget has been to seek to identify budget savings totalling 15% of our investment in each portfolio bearing in mind the Council's overall priorities and the fairness principles. Within each portfolio, some areas of spend have been protected, whilst other areas of spend within outcomes have seen larger reductions.

102. Our broad approach for each portfolio is set out below. Our broad approach for each portfolio is set out below.

Communities

103. We spend around £146 million each year helping adults across Sheffield stay healthy and well. This is our second biggest area of our spending, behind education.

104. Most of our money goes on **Adult Social Care** – helping those people who need extra help and support to stay independent, safe and well. Last year we supported nearly 14,000 people through our services, including paying for more than one million hours of home care.

105. 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 £9.2m in 2015/16. This means significant reductions in spending over a short period of time. At the same time, there are changes underway which affect 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.

106. 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 meant additional pressures on services of £13m.

107. 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 this is reflected in our new Corporate Plan for 2015-18. We will therefore focus our remaining spending in this area on:

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

108. We have been working very closely with NHS Sheffield Clinical Commissioning Group (CCG) towards developing a single budget for health and social care under the Better Care Fund. The planned pooled budget of around £240m (including £116m from ourselves) goes significantly beyond the statutory minimum requirement of £42m demonstrating a real commitment to the benefits of joint working. The Better Care Fund includes all our current expenditure on four areas of citizen's need, focussing on those at risk of admission and those for whom there is the greatest opportunity for health outcomes improvement:

- Keeping people well in their communities - incorporating GP care planning, focussed on preventing avoidable crises.
- Independent living solutions - recognising the current joint commissioning arrangements for community equipment and the opportunities presented by the expiry of the current contract.
- Intermediate care - to improve the range and efficiency of out of hospital step up and step down services, to reduce admissions to hospital and support re-ablement, reducing admissions to long term care.

- Long term high support care - integrating our assessment, placement, quality management and contracting processes to ensure a shared focus on achieving the most effective care for people, and avoiding the unproductive cost shift between health and social care that has often characterised approaches to achieving savings as single organisations.

These joint arrangements will come into effect from April 2015.

109. The Better Care Fund as outlined above is one example of how we are working hard to make services more joined up and efficient. However, the scale of the continued funding reductions means that we continue to have to make difficult decisions. In 2015/16 some of our main areas for reducing costs are:

- Developing the supply and market for Learning disability support. We expect to see efficiency gains of £1.7m as a result of transferring all current supported living business to providers on the Supported Living Framework who have all been evaluated for quality and cost effectiveness.
- Using Adult Placement Shared Lives as an alternative solution to long term Care Placements will save £850k.
- Promoting cost effective home care supply. By promoting the independence of some service users we will achieve reductions in home care costs of £850k.
- Full year effects of previously implemented changes. Many of the changes agreed in last year's budget process were implemented part way through 2014-15 as planned. The full year effect of these changes in 2015-16 means that we will see further savings of £4.9 m. These relate mainly to Reviews and Assessments and continue to ensure that we are allocating our resources fairly and equitably.
- 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.

110. Our **library service** has undergone a major review following consultation with stakeholder groups. Changes to introduce a new structure and service were implemented from October 2014. This implementation included asking some community groups to take over the running of some libraries, whilst still having a core network of council run and staffed hub libraries. In order to maintain the viability of the non-council run libraries we will be supporting these groups to demonstrate the long term viability once allocated funding ceases after 3 years. The full year effect of these changes will mean a further saving of £800k in 2015/16.
111. 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.
112. As a local authority, we spend a relatively small amount of money **keeping Sheffield safe**, compared with some other organisations in the city. Our direct spend in this area is less than 1% of our net revenue budget – just under £1 million - compared with South Yorkshire Police’s spend of almost £250 million, which is spent on a wide range of activity across the whole of South Yorkshire.
113. We will continue to work 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.
114. 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.

115. In addition to the above, we support specific groups of people - for example, we spend about £8.5 million supporting people who misuse illegal drugs and alcohol: we know that **reducing the harmful impact that drugs and alcohol** has on individuals' health has a positive impact on communities as a whole. We also use our enforcement powers, including those associated with requiring, issuing and removing licenses, to make sure that activities don't happen that have a negative effect on safety and security for local communities.
116. 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.
117. Over the next two years, we need to continue the work already started to keep Sheffield safe and secure whilst maximising value for money, by reducing our spend accordingly. The level and speed of change we need to make isn't easy so we will make sure that we keep a close eye on how any changes we make affect different groups of people in the city.
118. We have now integrated our Safer Neighbourhood Officer team and our Community Safety function, creating a single street-based response team, which has led to a more targeted and coordinated response at a local level and a better way of responding to issues. This has saved us £131,000 in annual costs.
119. 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. Part of our remaining budget is spent on a fund for supporting communities in crisis. This year will see further reductions to the total amount available which will have an impact on how many groups are supported and the value of grants made.
120. 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.

Children, Young People & Families

121. Our ambition is that all children, young people and families in Sheffield achieve their full potential in all aspects of their lives. That they have the best start in life, go to great schools, are safe and healthy, active, informed and engaged in society.
122. We will work together with all our partners and communities to ensure we raise expectations and attainment and enable our children, young people and adults to gain first class qualifications and skills, have enriching experiences and make a positive contribution to their local communities and our city.
123. We will continue to respond to increases in demand for services and in the range of our statutory duties and expectations of Inspectors (e.g. Ofsted). Our approach will be creative and transformative in the way we work and deliver services to ensure that outcomes for children, young people and families continue to improve.
124. In 2014/15 we have spent in the region of £82m cash, which includes £11m of Public Health investment, on delivering services for our children, young people and their families. A further £421m of funding was allocated separately by government for schools.
125. We've made a lot of changes to how we deliver and pay for services – increasingly working with partner organisations including schools. We have found savings on management, premises and administration costs and have increased our traded income, whilst protecting as far as we can, services to children, young people and families – this will always be a priority for us and is where we spend the majority of our budget.
126. The strategies that underpin our ambition for successful children, young people and families are shaped in three main areas:

Keeping children, young people and families safe, healthy and strong and giving every child a great start in life. Our services focus on safeguarding, learning difficulties/disabilities, early intervention and prevention and the city's health strategy for children/young people. We provide multi-agency support services for children with additional needs and for social care services for Children in Need (CIN), including those at risk of harm, in need of accommodation and those looked after. Our services promote the early identification of children in need and deliver high quality preventative and supportive services that enable children to achieve their potential. Through

good quality assessments that inform effective plans to address children's needs, including the need to be safeguarded, will be met and their outcomes will be improved. We will ensure that services are put in place to support children living within their families wherever possible. Where children cannot remain in their families we will make timely decisions to ensure that they are secured in a permanent placement as soon as is possible. We will deliver, monitor and provide the highest quality care and placements for our looked after children.

Developing skills for life and work and encouraging active, informed and engaged young people into further education, employment or training.

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 have 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 quality of the school experience for children is fundamental to their later life chances. Children who experience high quality teaching and learning are much more likely to experience positive outcomes (sustained employment, good mental and physical health, avoidance of poverty and increased social mobility) in the short and long term.

The Council does not run schools and has not for many years, however, it does have a vital role to play to ensure all our children and young people achieve their full potential. We do this by working in partnership with schools and other education providers (the City Wide Learning Body) on the key educational issues affecting the whole city such as school places or support for vulnerable learners, and by challenging schools and other education providers where their performance is not good enough and supporting them to improve.

127. For 2015/16 we need to find further reductions of £8m from our current spending on Successful Young People and Families. Our challenge is that we have to reduce how much we spend, whilst focusing on our ambitions we want to achieve for the City. We need to be sure our organisational changes lead to

positive impacts and that we are still flexible enough to respond to unforeseen challenges.

128. Our approach to address this budget challenge will be:

- To continue to keep children and young people safe we will invest £1.2m grant in evidence based 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 will continue with our approach to reorganising and supporting early intervention that we have consulted on and began implementing last year.
- To build on our Successful Families programme to further develop early years, family support and early intervention with our partners and this will enable us to save £2m without affecting services. We also want to work effectively with our partners to redesign and develop services to support children, young people and families' emotional wellbeing and mental health.
- To make sure there are more local and better fostering placements. We think that this will save around £400k.
- By further integrating Education, Social Care and Health services and providing a transition into independence service. We are also reviewing respite and short breaks to ensure a fairer system of allocation for all. Consultation on these proposals has been underway for some time and will continue over the coming months.
- To work across the region to develop and improve approaches to adoption and fostering and youth justice. This will deliver around £350k savings.
- To 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. 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.

- 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 £840k 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, and instead encouraging and supporting community organisations to provide this sort of activity.
- We will continue to work in partnership with schools, through the City Wide Learning Body, to give responsibility to schools wherever possible. We will work with others to increase the scope and potential of “school to school” improvement partnerships, so their knowledge and expertise can jointly lead the improvement needed. This means all our schools seeking improvement; so that outstanding schools truly excel alongside the best in the country and they also support other schools to improve.
- We will continue to ensure that funding for services for those most vulnerable children and young people is prioritised and make sure that funding retained by the Council to deliver its core functions is spent on key services which support children and young people’s education.
- We aim to increase our trading income with schools and academies by around £640k in response to rising demand for services such as educational psychology.
- By restructuring management, business support integrating services that work with children and young people, we intend to save over £1.3m next year.
- 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. 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.

- During 2015/16 we will work closely with Sheffield Teaching Hospitals (STH) to consider innovative ways in which to deliver sexual health services to the population of Sheffield (both adults and children) in order to embed the integration of Sexual Health Sheffield (SHS), improve service delivery and release savings.

Place

129. The Place portfolio works to strengthen Sheffield's economy even further - helping existing and new businesses to grow, and to provide more and better jobs.
130. This area also includes our commitment to environmental responsibility. This includes reducing the carbon footprint of our own buildings and vehicles; encouraging Sheffield's businesses to reduce their carbon emissions; and working with our partners to invest in sustainable and affordable energy, such as in our District Heating network.
131. We also want to continue to offer a vibrant mix of cultural and sporting facilities and events. This includes putting on events in the city centre, supporting cultural venues such as the Sheffield Theatres – the Crucible, Studio and the Lyceum; Sheffield Museums – Millennium Gallery, Weston Park Museum, the Graves Gallery; as well as major sporting and cultural facilities such as the Arena, Ponds Forge and the City Hall.
132. We want to create new and improve existing public spaces and buildings so that they are safe and welcoming for businesses and people to use, for example our improvements to the Moor pedestrian area and the new Moor Market. Much of our work in this area relies on large one-off project funding, and large scale projects will continue to transform the city over the next few years. Work will start shortly in the West Bar area removing 500m of redundant highway and replacing it with a green environment. Plans are being developed for the regeneration of the Castlegate area too.
133. It also about working with and influencing key partners to improve transport links (including the proposed new high speed rail links) from Sheffield to other key cities such as London and Manchester, to increase our economic activity.
134. We currently spend about £9 million each year on this area of work. This is about 7% of the Place portfolio's net revenue budget – this is in addition to any one-off project funding we receive for major capital projects.

135. As part of this budget, we plan to reduce our spending in this area by about £0.2 million. That is £0.7m of savings offset by inflation and demand pressures of £0.5m. 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.
136. Our ambition around creating a competitive city with a strong economy and great assets and transport links will not change, but how we go about it will. In particular, we are going to have to pay for things in different ways and influence our partners to find new ways of funding activity.
137. 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. Our plan is to save approximately £0.4m this year by changing the method of **funding for our major events**.
138. We will reduce our subsidy for **cultural and sporting organisations** in the city, such as Sheffield Theatres, Sheffield Museums, and Sheffield International Venues this year by £0.5m. This may affect the programmes and activities that those organisations offer, but we have agreed plans with the various trusts to minimise the impact on quality. Wherever possible we have protected the trust budgets especially where that commitment has enabled the trust to gain external funding to help develop the services they offer. Moreover, our three year business planning process in this area helps to give the organisations a basis for their own long term planning so they can better adapt to the age of austerity.
139. 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 the hugely successful Tour de France in 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.

140. We also want Sheffield to be a city that has successful places and sustainable communities with access to high quality housing, local services, shops, and jobs, as well as having excellent parks, streets and other physical infrastructure. Our ambition is that everyone in Sheffield should have a high quality of life, and that people feel proud of where they live.
141. 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.
142. 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.
143. 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.
144. We will spend around £130 million this year on all these things.
145. Next year, we need to reduce our budget in this area by a further £8 million. 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.
146. 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. A key part of this strategy is working with our long term contract partners to **reduce the cost of delivering the Streets Ahead programme** to renew and maintain roads, pavements and street lighting, and the Waste Management contracts to recycle and dispose of the residual waste which is not converted into energy at the Energy Recovery Facility.

147. 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 as part of these proposals.
148. As part of an agreed plan being led by the South Yorkshire Passenger Transport Executive, we aim to reduce our spending across this area by just over £4m next year.
149. 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 £100k per year.
150. 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. Those charges that do increase will be benchmarked against market rates.

Resources

151. We have a number of corporate services which support Sheffield residents in their day to day lives. These include the Council's Customer Service Function and our service for assessing and paying benefits and collecting council tax and business rates.
152. 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
153. 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.
154. In addition, Services require the necessary 'infrastructure', which includes providing council buildings, transport services and information technology systems.
155. 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, this has meant that we have been able to protect frontline services.
156. Where services have historically had a significant core budget, savings have already been made to a great extent, for example the Finance and Human Resources Services have experienced budget reductions in the region of 50% since 2010/11, with the Finance Service planning to save a further £0.6m in 2015/16 and Human Resources £0.3m.
157. Many corporate services have small core budgets and are increasingly reliant on trading income (some are fully traded, so receive no budget allocation) – this trading income is effectively subsidising the strategic functions that would need to exist irrespective of general services to Council departments, such as Legal and Governance. It would therefore be high risk to reduce such service budgets much further.
158. We intend to drive out savings in excess of £1m from the **cost of essential goods and services** by working with our suppliers on a range of payment initiatives, and a further £1m on the cost **of transport, facilities management and office accommodation provision**.
159. Some services, such as **Customer Services**, work directly with customers, and significant savings continue to be achieved by changing the way we provide 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. Most of the savings (£0.4m in 2015/16) will come from reducing the size of teams and through restructures, and the full-year effect of outsourcing the City Wide Alarms service in 2014/15. We also intend to make £0.4m savings on system costs in this area via the Capita Contract.

Public Health

160. As a consequence of the Health and Social Care Act 2012, substantial public health responsibilities were transferred to local authorities on 1 April 2013.
161. 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.
162. Local authorities were given a ring-fenced Public Health grant, which took into account estimates of baseline spending, including from PCT recurrent resources and non-recurrent resources, such as the pooled treatment budget and drugs intervention programme, and a fair shares formula based on the recommendations of the Advisory Committee for Resource Allocation. The grant allocation for Sheffield was £29.665m in 2013/14, rising to £30.748m in 2014/15. As per the Local Government Finance Settlement announced on 18 December 2014, the allocation will be frozen at £30.748m for 2015/16.
163. The outcomes expected of the public health grant will be assessed under the Public Health Outcomes Framework (PHOF), and broadly fall into the following categories:
- Improving significantly the health and wellbeing of local populations
 - Carrying out health protection functions delegated from the Secretary of State

- Reducing health inequalities across the life course, including within hard to reach groups
 - Ensuring the provision of population healthcare advice.
164. Under the Health Premium Incentive Scheme (HPIS), a proportion of future grant allocation will be dependent on making progress in improving performance against two of the PHOF outcomes. Therefore, there is a risk of grant clawback if sufficient progress against these outcomes is not made, or if there is any underspend.
165. As part of the Council's business planning process for 2015/16, Officers have reviewed all current Public Health contracts and commitments for which the Council is liable, to ensure that best use is made of the Public Health grant so as to deliver the outcomes – as identified above – with the aim of broadening the use of public health funding across further activities.
166. Savings of £2.5m have been targeted from existing public health activities in order to avoid disinvestment in other Council services which promote health and wellbeing outcomes, for which revenue funding is no longer available. Further details of individual savings proposals can be found in the portfolios' Budget Implementation Plans (BIPs) in **Appendix 2**, and are summarised in the sections for each portfolio above.

Financing the 2015/16 Budget Requirement

167. 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 2015/16. 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)
168. 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

169. After taking account of the Revenue Support Grant, Business Rate income and Top Up Grant for 2015/16, the total amount to be raised from council tax amounts to £170.379m: this is the Council's Council Tax Requirement.

Collection Fund

170. 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 £3.3m.

Council Tax Base

171. On 18 January, the Director of Finance, under delegated authority, approved the calculation of the Council Tax Base for the 2015/16 financial year. The amount of the Tax Base is 130,231.44 Band D equivalent properties.

Budget Requirement for 2015/16

172. If the Council votes in favour of increasing the Council Tax by 1.99%, this will mean the Budget Requirement for 2015/16 will be £422.972m, as shown in the table overleaf.

	2014/15 £'000	2015/16 £'000
Service Expenditure	453,216	422,972
LESS		
Council Tax Freeze Grant	(1,968)	-
Total Expenditure	451,248	422,972
Financed by:		
Revenue Support Grant	157,460	114,749
Business Rates	100,898	105,661
Top Up Grant	28,342	28,883
Council Tax	164,377	170,379
Collection Fund Surplus	171	3,300
Budget Requirement	451,248	422,972
Band D Council Tax (City Council)	£ 1,282.75	£ 1,308.28

Council Tax Levels

173. Details of the indicative 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	58.5	872.19
B	7/9	£52,000	15.9	1,017.55
C	8/9	£68,000	12.7	1,162.92
D	9/9	£88,000	6.4	1,308.28
E	11/9	£120,000	3.7	1,599.01
F	13/9	£160,000	1.7	1,889.74
G	15/9	£320,000	1.1	2,180.47
H	18/9	over £320,000	0.1	2,616.56
			100.0	

Precepts

South Yorkshire Police and Fire & Civil Defence Authorities

174. 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 6 March.

Parish and Town Councils

175. The overall level of Council Tax needs to include the precepts of Parish and Town Councils that lie within the City's boundaries. The latest indications from the Parish Councils are that the levels of precept will be as set out in the table below. The final figures will be confirmed in the revenue budget report to Full Council on 6 March.

	Council Tax Income	Grant from Council	Total Precept on Collection Fund
	£	£	£
Bradfield Parish Council	218,517	12,506	231,023
Ecclesfield Parish Council	136,284	12,551	148,835
Stocksbridge Parish Council	103,978	9,030	113,008

176. In 2013/14 the Council received a specific grant of £82k for the purposes of compensating Parish Councils for the loss of council tax income as a result of the introduction of the Council Tax Support Scheme (CTSS). From 2014/15 this specific grant was no longer provided by Government. Nevertheless, in March 2014, the Council voted in favour of still compensating Parish Councils in full for the loss of council tax income as a result of CTSS, which was £47k in 2014/15. This was despite the fact that the Council had to absorb RSG reductions in excess of 20% over the period 2013-15.
177. The council tax base calculations have been revised again for 2015/16 to reflect the actual level of Council Tax Support Scheme (CTSS) claimants in parish council areas. A reduction in the number of CTSS claimants across the city means that the "lost" council tax income as a result of CTSS is less than was the case in 2014/15.
178. As part of the 2015/16 business planning process, the Council has reviewed its position with regard to the CTS subsidy to Parish Councils. The Council has

taken into account the fact that as RSG is the source of the CTS subsidy, the subsidy should reduce in direct proportion to RSG (i.e. 28% in 2015/16). Furthermore, there are indications that RSG is likely to be reduced by 20% per annum from 2016/17.

179. The Council is therefore proposing to reduce the CTS subsidy to Parish Councils by 28% in 2015/16, to a total of £34k as shown in the table above. The total reduction is thus £13k.

Legal Advice

Responsibility of the Chief Financial Officer

180. 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.
181. 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.
182. 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.
183. 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.
184. 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.

185. 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).
186. 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.
187. 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

188. 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 14 January 2015.

The Outlook for 2016/17

189. As mentioned earlier in this report, the Government did not issue any Illustrative Finance Settlement for 2016/17 as part of the Settlement announcement for 2015/16.
190. However, in the Autumn Statement in December 2014, the Chancellor signalled the Government's intent to continue with the current austerity programme into

the next Parliament in order to tackle the national deficit. A number of think tanks have come to the conclusion that it is likely that local authorities can expect to see further reductions in RSG in the order of 20% per annum. The Council's MTFs published in October 2014 currently assumes that RSG will reduce by 10% per annum from 2016/17.

191. The position for 2016/17 and beyond is therefore more difficult than currently forecast. 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 2015/16 financial year.

192. The financial planning predicament faced by local authorities is summed up in the speech of the Rt Hon Margaret Hodge MP (Chair of the Public Accounts Committee) on 28 January 2015 at the launch of the Committee's publication 'Financial Sustainability of Local Authorities 2014':

"Looking to the future, if funding reductions were to continue following the next spending review, we question whether the Department [DCLG] would be in a position to provide assurance that all local authorities could maintain the full range of their statutory services.

The Department cannot at present satisfy us that it understands whether it is feasible and practical for local authorities to deliver the service transformation necessary to maintain financial sustainability. Nor does it understand what the effects on service users would be.

Late funding announcements by the Department in this Parliament, coupled with incentive-based mechanisms such as the Business Rates retention scheme, have increased financial uncertainty which undermines the ability of local authorities to act according to longer-term savings plans."

Treasury Management Strategy

193. As part of its budget decision the Council is required to approve a Treasury Management Strategy for 2015/16. Treasury Management relates to the management of the Council's investments, borrowings, and banking operations.

194. 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.

195. 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.
196. The Sheffield City Council Treasury Management Strategy for 2015/16, 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

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

Workforce Impact

198. There are a number of potential workforce impacts as a result of the recommended actions of this report.
199. The potential workforce impact arising from the recommended actions to set the 2015/16 Budget equates to a reduction of approximately 123 full time equivalent posts although the reduction once vacant posts are taken into account falls to 98 posts. The Budget Implementation Plans attached at **Appendix 2** contain details of these reductions. This will be managed in the first instance through deleting vacant posts, voluntary early retirement (VER) and voluntary severance (VS) schemes where appropriate and then through the Council's Managing Employee Reductions (MER) procedure to achieve the balance of reductions and redesign services.
200. 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.
201. Consultation is taking place with the trades unions at a corporate and portfolio level to identify opportunities to mitigate redundancies.

Pay Policy

202. In accordance with the Localism Act the Council is required to publish a Pay Policy for 2015/16. This will be reported to Council on 6 March.

Members' Allowances

203. 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.
204. 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.
205. The 2013/14 Scheme was also implemented for 2014/15.
206. Following approval of the 2014/15 Scheme and the setting of the 2014/15 Members' Allowances budget, regulatory changes were introduced relating to a phased removal of Members' entitlement to participation in the Local Government Pension Scheme, meaning that savings have resulted in the 2014/15 financial year, and will do so again in the 2015/16 and 2016/17 financial years, on the amount of superannuation contributions that the Council makes. A savings proposal from the Members' Allowances budget in 2015/16 of £80k (£52k relating to 2014/15 and £28k relating to 2015/16) has been put forward relating to these superannuation savings.
207. As regards the Scheme for 2015/16, officers have not identified any forthcoming changes in the structure or operation of the Council's decision-making arrangements which would require consideration by the Independent Remuneration Panel due to their impact on the structure of the Scheme, and the outcome of discussions held in December 2014 with the leaderships of the political groups on the Council was that the 2014/15 Scheme would be rolled forward unchanged for 2015/16. Accordingly, the members of the Panel have been informed of this fact and of the savings that will be made in the Members' Allowances budget in 2014/15 and 2015/16 arising from the changes in

pensions regulations, 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 2015/16.

208. The Council is therefore recommended to agree that the Members' Allowances Scheme for 2013/14 and onwards, approved on 15 May 2013, and implemented for 2014/15, be also implemented for 2015/16, with the addition (to paragraph (h) of Schedule 2) of the following approved duty which was approved by the Council at its meeting held on 3 December 2014 – "attendance at meetings of Local Area Housing Forums".
209. The Scheme contains provision for the allowances to be adjusted on an annual basis in line with an agreed index. The index that has been used for many years for applying to the allowances is the average percentage officer pay award in Sheffield, although the Council has agreed not to apply an annual increase each year from 2010/11, including in the last two years when Council employees received a pay rise. In 2014/15 the Council rejected an increase in Members' allowances and instead used the £12k financial provision that had been made for this as a fund to mitigate against the impact, on the ability of disabled children to travel to education, of the Transport Authority's changes to bus passes which was introduced around the same time that the Council agreed its 2014/15 revenue budget.
210. All portfolios have made provision of 1% towards the costs of the pay award to Council officers in the revenue budget for 2015/16, and in line with that general planning assumption this uplift has also been applied to the Members' Allowances budget to cover the costs of a similar increase in the allowances. If the Council wished to apply an uplift to the allowances in 2015/16 in line with the officer pay award, this is estimated to amount to £13,500 with on-costs.
211. However, the Administration will be recommending to the Council that, for the 5th consecutive year, it agrees not to apply an annual increase to the allowances in 2015/16.

Equality Impact

212. 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

213. 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).
214. 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.
215. The Council wide EIA and the individual service EIAs on budget proposals that underpin it are focussed on the impact on the protected characteristics set out in the Equality Act 2010. These include age, disability, race, sex, sexual orientation, religion/belief, gender reassignment, and pregnancy & maternity. In Sheffield, we have also decided to assess the impact on other areas such as the voluntary and community sector, poverty and financial exclusion, carers and cohesion.
216. Decisions will affect different people in different ways. It is possible that the decisions will have a disproportionate impact on some groups in comparison to others, even if this is not the intention. We use the impact assessments to help us identify and avoid any negative unintended consequences of the proposals developed. These could, for example, be disproportionate impacts on different geographic locations, different communities such as disabled people, lone parents, younger or older people or BME communities as well as the cumulative effect of any decisions made.
217. All budget proposals have undergone an initial impact analysis which was started early in the process to decide whether there was likely to be disproportionate negative impact on different groups of people. Where this was identified as disproportionate, having medium or high impact, full EIAs were carried out. The impact analysis shapes proposals which do not make it forward into the budget as well as those that do.
218. 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.

219. This year the savings we are required to make amount to £63 million which is on top of £240 million of savings already made over the past 4 years and this means we are less able to protect frontline services than before. This is particularly relevant in the Communities Portfolio where Adult Social Care was substantially protected in the first 3 years having to make fewer savings than other areas. However this year we expect to reduce our adult social care spending by over £9.2m. This means significant reductions in spending over a short period of time at a time of increasing demand. Therefore adult social care will be a challenging area for some time, and we will have to make changes to the way we do things to ensure that services are as effective and efficient as they can be. However protecting those in greatest need still remains one of our top priorities this year.
220. 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.
221. 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 £169m has been taken from the local economy as a result of these welfare reform changes. This equates to £460 per year per every working adult in the city, although this reduction is not spread evenly. These changes are likely to impact on specific groups who already experience inequality such as people on a low income, disabled people and women. For example households with dependent children across the city will experience an average loss of £1,690 per year. This increases for lone parents to an average of just over £2,000 per year.

Consultation

222. As part of the development of options for the 2015/16 budget, the Council ran a budget conversation between October and January that included a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by people who may be affected by decisions taken as part of the

budget, and to ensure that they have had an opportunity to put forward other ideas for consideration.

223. In line with our values as an organisation, we have used consultation to inform people about our proposals, provide the opportunity to give feedback, make suggestions and let people know how their feedback has helped to influence our thinking. In this way we have attempted to ensure that our consultation activity is meaningful and appropriate at all times. Our budget consultation activity has had two main strands this year:

- Two large corporate budget conversation events in the Town Hall, supplemented by additional activity, including a survey
- Detailed consultation on particular topics and specific proposals, that includes informing Equality Impact Assessments

224. More information about our approach to consulting on the budget proposals can be found in the consultation section of this Revenue Budget Report and in individual service EIAs. The full results of our consultation can be found on the website. <https://www.sheffield.gov.uk/your-city-council/finance/2015-2016-budget.html>

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

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

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

What do we already know?

227. 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.

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

- Sheffield's population has grown above the national average and the City Region, rising from 513,000 in 2001 to 552,698 at the time of the 2011 census. This is currently projected to increase to around 600,000 by 2020.
- Sheffield is a diverse city and the ethnic profile continues to change, with the proportion of residents classifying themselves as non-white British growing from 11% in 2001 to 19% in 2011. BME adults make up 16% of the population and BME children 29%.
- 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.
- 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 19% of the population, with 9% saying this limits their activity a lot.
- The Council has 31,552 working age taxpayers who receive council tax support and although fluctuating in December 2014 there were 3,903 Council tenants affected by under occupancy.

- At the end of December 2014, 151 households in Sheffield were subject to the Benefit Cap; the number of children within these households was 780.
- There are geographic variations in poverty in Sheffield. 125,000 (22%) Sheffield people live within areas ranked as the most deprived tenth nationally, and 47,000 (8%) live within the least deprived tenth nationally.
- The face of poverty has changed and some of the characteristics overlap to cause multiple deprivations. Whilst pensioners are now less likely to be in poverty than previously, poverty amongst pensioners is directly linked to their experience in earlier life. Falling poverty rates for disabled people have reversed, with poverty starting to increase. People from minority ethnic backgrounds are more likely to be poor than white British people. Care leavers, and carers (both young carers and adult carers) are at increased risk of poverty. Children in large or single parent families are at greater risk of poverty and almost two thirds of children living in single parent families live in poverty.

Fairness and Equalities Impact Overview

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

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

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

- Restructuring and integrating services and teams to increase efficiency and effectiveness

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

231. Furthermore, we will continue to fund a Local Assistance Scheme and to have a Council Tax Support scheme at 23% in spite of Government funding cuts in these areas. We will also mitigate the impact of the 1.99% increase in Council Tax by increasing the Council Tax Hardship Fund by £100k in 2015/16.

232. 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.

233. 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, some women and some BME communities).

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

- There are 124 EIAs on proposals and the groups most likely to be impacted negatively by individual proposals and cumulatively are disabled people, young and older people, women and people on a low income.
- Many services are continuing to comprehensively restructure services and teams and as a result we have saved money on office and technology and staffing levels across the council have reduced. Last year the majority of

changes were managed through voluntary severance schemes. In 2015/16 we will be reducing the workforce by fewer than 200 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.

- Services will be looking to increase charges, to ensure full cost recovery and to continue with the work to apply costs fairly through our Fairer Contributions Policy. However, the changes will impact more on people experiencing financial exclusion.
- We will continue to fund a Local Assistance Scheme and to have a Council Tax Support scheme at 23% despite Government cuts in these areas. However we will increase Council Tax for the first time in 4 years by 1.99% or approx. 38p per week for most households to enable us to continue to protect services to those in greatest need and at risk. We will mitigate the impact of this by increasing the Council Tax Hardship Fund by £100k in 2015/16.
- Public Health spending is integrated throughout the Portfolios. Overall there will not be any reduction in investment in this areas, but in line with what as agreed last year we are reviewing how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This means that we will save £2.5 million on existing activities in order to reinvest in other areas.
- This year will see the start of the new integrated Commissioning Programme between the Council and the NHS Clinical Commissioning Group (CCG) to create a combined budget to develop joined up services. This new approach aims to ensure people get the right care when and where they need it but will also create efficiencies in processes. It focuses on supporting people at home where possible to help increase independence and delay access to Health and Social Care services.
- 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 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

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>

effectively we will: continue to monitor the impact of changes over the next year, on service changes as well as the knock on effects of reductions on other providers and continue detailed consultation with customers and other stakeholders as specific activities are implemented.

- We are investing in the Voluntary and Community Sector including through Grant Aid and Public Health albeit at reduced levels. Some negative equality impacts have been identified resulting from the reductions in overall grant aid funding available. Some projects that the Council previously supported will no longer receive funding in future; however the funding will be targeted at those in greatest need of support. We will also review existing arrangements across the Council in the next year to ensure we are prioritising support available.
- We will continue to target resources to those most in need and at risk; help people to become more independent; where possible intervene earlier and do more preventative work; get even better value for money 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 to continue with restructures of Council services and are considering both internalising and externalising services where appropriate (such as the contract for Revenues and Benefits customer services function being brought back in house and with some care and support services being externalised).
- We will continue to work on getting value for money from our contracts; this is with our major strategic providers but also across Portfolios where for example we have issued a new Framework for Supported Living to ensure we have a choice of providers at competitive prices and retendering of existing services.
- The Impact Assessment also highlights some positive implications of budget proposals. Examples include improving the process of assessment and support planning for existing and future social care customers whilst ensuring choice and control over support to meet their eligible needs, and reshaping transport to provide services which promote independence. The Better Care Fund partnership should continue to develop and mean more joined up pathways and services. Also, as we restructure services both internally and with external providers there should be clearer and more efficient ways to contact services.

Portfolio Area Impact Assessments

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

236. The **Place Portfolio** has completed 35 Budget EIAs on savings totalling £10.2m identified for 2015/16. We have asked our partners Amey, Veolia and South Yorkshire Passenger Transport Executive (SYPTTE) to identify and deliver potential savings of 15% on each contract; this will total 71% of our reductions.

237. The budget proposals are a mix of:

- Finding new ways to deliver the services that support the priorities for the Great Place to Live, Competitive City and Health & Wellbeing strategic outcomes;
- Making sure that all of our services are operating as efficiently as possible;
- Reviewing existing charges and introducing new ways of generating income;
- Changing or reducing service standards and as a last resort, stopping some activities altogether.

238. We have used a range of evidence, such as consultation and data, to identify if there are if there are any differential impacts and the key areas are:

- There is a cumulative impact of year on year reduced subsidies on our charitable partners, Museums Sheffield, Sheffield International Venues and Industrial Museums. Although the services continue to be delivered this is with staffing levels at reduced levels. Any potential leisure or theatre price increases will be minimised for low income users via discount schemes.
- The Place Public Health budget savings will have a low level impact on health inequalities for those people living in the more deprived areas of Sheffield, where the work tends to be concentrated. The savings also have the potential to impact on some of our Voluntary, Community and Faith partners due to reduced funding.
- By increasing the number of school crossing patrols funded by schools, there may be a negative impact for children/young people travelling to/from school should the school not fund a replacement vacancy. This would be mitigated through the council proactively implementing measures to improve safety outside schools e.g. 20 mph speed limits.
- Dependent on the savings identified through working with our partners Amey, Veolia and SYPTTE there potentially could be a negative impact on young/old, disabled people, carers, new mothers and mothers-to-be and the less well-off. This will be identified in the individual EIAs on each proposal.

239. Last year the key impacts related to socio economic issues, impacts on partners and staffing. Most of the budget savings have been implemented with no significant impact due to, for example, ongoing subsidies mitigating any potential barriers to increased charging. Key to this process was well planned quality consultation to inform the decisions and also gain the public and partners' input and understanding of the changes required.

240. The **Children Young People and Families** Portfolio have completed 28 Budget EIAs for savings of £8m identified for 2015/16. Education is our biggest area of spending.
241. The Business Strategy proposals are changes to support services which are based around continuing to provide the current level of services to schools. The proposals include a reduction in the marketing of Services to Schools, hosting changes to the School Information Centre, reduction of cash collections by schools and an admin charge for joining the central catering contract.
242. The Children's Commissioning Unit proposals enable the unit's functions to continue with a greater integration of public health outcomes and functions.
243. The Inclusion and Learning Services proposals enable us to continue providing essential support services to schools and academies that support the successful children and young people outcome and respond to changes in funding following the conversion of schools to academies. The savings proposed help us to protect those statutory and regulatory functions such as the Statutory duty to provide independent Educational Psychology input into the educational needs aspect of all SEN statements; the Statutory Duty to act as the champion for children and families for the quality and effectiveness of education and the Statutory Duty to ensure the availability of sufficient school places.
244. A further proposal is to start trading of the Inclusion and Targeted Service which supports capacity development and to improve outcomes for pupils, in particular new arrivals.
245. Within Lifelong Learning Skills and Communities, the proposed savings are in youth services and further savings from proposals agreed in 2014/15. These savings help protect other areas of targeted support to children and young people and employment projects. This means that we can continue to provide support to those young people Not in Education Employment or Training (NEET), diverting young people from offending, maintaining individual support for 16-24 year olds with learning difficulties and disabilities, supporting young people who are at risk of sexual exploitation, protecting apprenticeships and employment programmes and external investment.
246. Whilst significant, the youth service savings are part of a strategy over several budget rounds of planned reductions in buildings and back office costs which has helped protect frontline delivery. In 2015/16, there will be some reduction in staffing across the council and in Sheffield Futures, and some changes

- proposed to youth open access delivery. The strategy has protected provision to the neediest.
247. The CYPF Public Health changes to Sexual Health Sheffield will be delivered through a redesign, transformation of services and improved partnership working and potentially re-allocating investment across the sexual health system in order to better meet outcomes. There will be some funding reduction to Young People's Substance Misuse pooled budget.
248. The Children and Families savings proposals include reviewing all Independent Fostering Agency placements and long term fostering placements aiming to secure permanency or LA fostering placements; developing regional approaches to youth justice services and fostering and adoption; improved coordination of SEN placements; changes to the out of hours social work provision; improved choice and flexibility on short breaks and integrated provision.
249. In addition, there is planned investment in Strengthening Families to provide an incremental transformation of all services to children and young people into a jointly funded, commissioned and delivered multi agency family service. There is a public health investment in Best Start early years programme which supports the neediest children and families.
250. There will be some staff reductions in all the areas noted above. All staff reductions are subject to HR procedures and EIAs are completed where relevant and in addition a Council wide EIA on managing employee reductions is completed annually - see the workforce section.
251. The savings enable high quality essential intervention and prevention services for the most vulnerable children and families to continue. The potential adverse effects of other saving options would have included our ability to keep children's centres open, an increase in social care referrals and other subsequent interventions such as child protection cases, LAC which would have greater cost pressures as well as unmanageable social worker caseloads.
252. Last year although we had difficult choices to make, our mitigations and monitoring of impact were effective. Wherever possible we have minimised the impact that the proposed changes on young people's services will have on young people and their parents/carers. We recognise that some of the children, young people and their families will be using more than one of the services where there are changes proposed and may therefore be affected by this.

253. We recognise that there have been year on year reductions since 2010, for example to youth services. These have been mitigated and usage data since the start of reductions in 2010/11 highlights improved take up of youth provision. Equally, other reductions for example those to the Integrated Sexual Health Service affect multiple characteristics and the consultation with the provider through the development of a provider led EIA is part of the mitigation.
254. Some people may receive a changed or a reduced service as we focus on the most in need and at risk and wherever possible we have sought to mitigate this.
255. Our transformational changes, for example the Early Years Best Start investments will have positive impacts for those in the greatest need which includes some BME groups and women, and militates against future impacts.
256. The **Public Health spending** is approx. £30 million and is integrated throughout the Portfolios. More detail on the use of our Public Health grant is given in the portfolio sections. There are also 5 EIAs for the Director of Public Health Office which mainly cover internal structures and have lower impact. Overall there will not be any reduction in investment in this area, but in line with what was agreed last year we are reviewing how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This means that we will save on existing activities in order to reinvest in other areas. Some of the proposals involve more cost effective delivery and retendering contracts, earlier intervention leading to prevention, or internal restructuring that will have fewer equality impacts. Some of the changes have the potential to impact negatively upon some people who share protected characteristics. However, two of the main areas the changes will support are early years and advice and information so impact of the overall investment will be positive on the groups within the EIA.
257. In the **Resources Portfolio** there are 18 EIAs which cover all budget proposals for 2015/16. There are 5 EIAs pending Managing Employee Reduction (MER) processes within the Finance, HR, Commercial Services and Transport & FM services. EIAs on past MERs have all shown no disproportionate impacts on staff within the portfolio. Of the other EIAs, a limited number have potential equality impacts on our customers.
258. There is a Customer Service proposal which covers the restructure of the service, implementation of contact centre technology to deliver efficiencies alongside implementation of channel shift strategy and tools. There are no

expected negative impacts from this strategy and in some cases positive impacts on certain groups.

259. There are other EIAs which cover Council Tax and its support schemes; we are proposing this year to continue to keep the same Council Tax Support (CTS) scheme. The CTS scheme continues to be based on the principles of the old CTB regulations and provides for the maximum financial support being made available to those with the greatest financial need. They protect some of the income of the disabled and of families whilst providing assistance to those people who move off benefits into paid employment. The Council recognises however that requiring all working age customers to pay a minimum of 23% of their Council Tax may cause financial hardship amongst some households. Therefore the Council is also proposing to continue to operate the CT Hardship Scheme in 2015/16 in order to continue to offer assistance to the most financially vulnerable households.
260. This year we are also proposing an increase in Council Tax for the first time in 4 years, again we are aware that any increase in Council Tax could have a negative impact on those households who are already struggling financially. However, the provision of Council Tax Support (CTS) backed up by the CTHS will ensure that such an impact is minimised. The impacts will continue to be monitored through the EIA process and action plans developed to mitigate impacts where appropriate.
261. In the **Communities Portfolio** there are 31 EIAs most of which are full EIAs as many of the services in this Portfolio such as Adult Social Care are, by definition, providing services to vulnerable, disabled and older people. This area represents the single largest controllable area of our budget and we support 14,000 people through our services. This area has also seen an increasing level of demand and of costs of services.
262. Savings in this area have the potential to impact negatively upon those protected groups. 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.
263. We are continuing to implement last year's changes in a number of areas such as to library services, adult social care reviews and reassessments and housing related support. We are implementing a programme of change to move focus to short term preventative and re-enablement services. We are working with providers around the changes to mitigate direct impact.

264. We are taking steps to ensure we get the best value for money and quality in our contracts in a number of areas, e.g. value for money in provision of short breaks for people with learning disabilities, moving to Supported Living Frameworks in mental health and learning disability services, and re-tender of the community equipment store, small adaptations and independent living preventative solutions. We are supporting individuals with any transitions.
265. We are investing a reduced amount in Grant Aid to the voluntary sector, although this reduction is less than the Council's overall budget cut. 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. However the funding will be targeted at those in greatest need of support. We are also restructuring teams such as Grant Aid and Locality Management to ensure greater efficiency. The current local area working model includes providing Councillors with a ward pot to fund community groups, projects or additional services to tackle the issues and priorities within their ward. We will also review existing arrangements across the Council in the next year to ensure we are prioritising support.
266. Public health in communities will see a reduction in the community well-being and community health champions programmes but investment in other areas such as support to advice centres to tackle the root causes of ill health in communities. We are also starting to review the public health contribution to mental health provision in line with the Council's re-commissioning of mental health services strategy overall. EIAs and consultation will be undertaken as this work progresses.
267. We are also proposing to review the Community Support Service, and will undertake a full EIA to determine the future direction of the service.
268. There will be some staff reductions (for example in internal services such as Business Support and Business Strategy) and we have worked towards minimising impact on front line services.
269. The Better Care Fund partnership with the NHS CCG will continue to develop with the aim to deliver better joint commissioning, to ensure people get the right care when and where they need it. This should also lead to more effective and efficient services to release savings in this area.

270. In **Policy, Performance and Communications** there are 7 EIAs and they are mainly internal restructuring and are not likely to have any customer impact.

Cumulative impact

271. Groups highlighted as impacted across EIAs and all Portfolios are disabled people, older and younger people, women, carer's and people on low incomes. Disabled people, some women such as lone parents and women pensioners, carers, young people and some BME communities who tend to have a lower income may be cumulatively impacted.

272. By definition, older people, disabled people, carers 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.

273. We are continuing to work with partners to be more efficient and joined up such as with the NHS Clinical Commissioning Group towards developing a single budget for Health and Social Care. The changes come into effect in April 2015 and could help mitigate both demand pressures and cumulative impact.

274. There are year on year reduced subsidies on our charitable partners, however where charges increase, whether for leisure, cultural or other services, this has the potential to increase barriers to participation to people on a low income, therefore affecting the groups noted above.

275. 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.

276. There are again a number of changes to our strategic contract arrangements, our providers where relevant have undertaken consultation and evaluated impact and we have tried where possible to limit impact on front line services.

277. There will be an impact on the workforce across all areas given the amount of internal restructuring as a result of the budget proposals and possible staff reductions of up to a further 200 posts in 2015/16; a significant number of workforce EIAs are ongoing and a Council wide Managing Employee Reductions (MER) EIA has been completed.

278. 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.
279. We will as a Council not invest or provide services in as many areas as we did before the reductions started 4 years ago. Services are targeting those in greatest need and those at risk but that does mean that there is reduced universal provision. We are still providing statutory services and we are focusing on the most vulnerable with the resource we have to invest.

Managing Impact: Mitigation

280. Our overall approach is to protect services for those in greatest need 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.
281. The year on year reductions and the scale of the savings required mean there will be impacts upon vulnerable groups that share protected characteristics. Most impacts relate to age both younger and older people, disabled people, women and people on low incomes. In all these areas some mitigating actions have been identified and will be implemented as part of EIA action plans. For example:
- All proposals have been assessed in line with the Fairness Commission Principles and to take into account the Tackling Poverty and Increasing Social Justice outcome area.
 - Working with external providers to achieve savings in our large contracts and to achieve this as much as possible through non front line service functions.
 - Working with partners to encourage 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 and employability programmes.
 - Investing in prevention and delivering targeted support for those most vulnerable or at risk such as in our Best Start programmes.

- Following the library review investing in local community groups to maintain the viability of non- council run libraries.
- Continuing to encourage people to be independent, safe and well in both children and adult social care such as through direct payments and to continue to reduce reliance on expensive provision outside of Sheffield.
- Reviewing care and support arrangements and re tendering services where applicable to ensure fair contributions and value for money.
- Working in partnership with the NHS Clinical Commissioning Group towards developing a single pooled budget for health and social care under the Better Care Fund.
- Restructuring management and services to increase efficiencies and create simpler routes of public access. For example through our safer neighbourhood team and community safety function creating a single street based response team.
- Regionalisation of services where appropriate such as adoption and youth justice.
- Continuing to invest £30 million in Public Health but shifting the focus to address the root causes of ill health to help reduce health inequalities.
- Continuing to invest in the Voluntary and Community Sector through grant aid, including building on the successful integration of the Sheffield Advice and Law Centre and lunch clubs.

282. 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

283. In all Portfolio areas many of the budget proposals involve staff efficiency savings, including: service restructuring, a reduction in management costs by deleting vacancies, reviewing agency staff, managing employee reductions through voluntary early retirement and severance. We have across the Council reduced management costs, minimised redundancies by using the talent pool, and reduced the impact on frontline staff where appropriate. Unfortunately there may still also be compulsory redundancies in some areas.

284. 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.
285. The council believes that the composition, skills and commitment of the workforce are vital factors in our ability to deliver effective, efficient responsive and personalised services. We continue to monitor workforce issues, and are aware of the need to address:
- The degree of occupational segregation within the workforce such as a high proportion of women in the Communities and Children and Young People and Families workforces and a high percentage of men in the Place portfolio
 - Under-representation of disabled, BME and lesbian, gay, bisexual and trans (LGBT) people in the workforce and especially for women, disabled and BME staff at Chief Officer level
286. Given the amount of internal restructuring as a result of the budget proposals, other drivers and possible staff reductions of up to a further 200 posts in 2015/16, a significant number of workforce EIAs within Portfolios have been done and a Council wide Managing Employee Reductions (MER) EIA has been completed.
287. 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.
288. 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.
289. Workforce related Impact Assessments are periodically updated and have for example been undertaken as part of MER including Voluntary Early Retirement (VER) and Voluntary Severance (VS), and the Pay Strategy.

Recommendations

290. Members are recommended:

- a) To approve a net Revenue Budget for 2015/16 amounting to £422.972m;
- b) To approve a Band D equivalent Council Tax of £1,308.28 for City Council services, i.e. an increase of 1.99%;
- 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 2015/16, 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 2015/16 at the levels shown in the table below paragraph 175;
- g) To note the latest 2014/15 budget monitoring position;
- h) To approve the Treasury Management and Annual Investment Strategies set out in **Appendix 7** and the recommendations contained therein;
- i) To approve the Minimum Revenue Provision (MRP) Statement set out in **Appendix 7**;
- j) 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;
- k) To agree that the Members' Allowances Scheme for 2013/14 and onwards, approved on 15 May 2013, and implemented for 2014/15, be also implemented for 2015/16, with the addition (to paragraph (h) of Schedule 2) of the following approved duty which was approved by the Council at its

meeting held on 3 December 2014 – “attendance at meetings of Local Area Housing Forums”

- l) To approve foregoing an annual increase in the Members’ allowances in 2015/16.
- m) To approve a Pay Policy for 2015/16 as set out in **Appendix 8**.
- n) To agree that authority be delegated to the Director of Public Health and the Executive Director of Resources, in consultation with the Cabinet Member for Finance, to approve the final allocation of Public Health grant to portfolios in 2015/16.

John Mothersole
Chief Executive

Eugene Walker
Interim Executive Director, Resources

Portfolio Pressures

Appendix 1

	Loss of funding £'000	Increasing demand on services £'000	Pay & price inflation £'000	Legislative changes £'000	Total £'000
<u>Communities</u>					
Impact of loss of Local Welfare Provision Grant	1,900				
Lower fairer contributions income due to reduced numbers of service users	1,000				
Shortfall in funding to support Independent Living Fund (ILF) users	403				
Reduction in recharge to Housing Revenue Account (HRA)	400				
Increased demand on Learning Disabilities arising from emerging in-year (2014/15) pressures.		2,800			
Increase in demand for adult social care service due to demographic changes		1,871			
Increase on Care Home fees			1,263		
Cost of pay award			359		
Early impact of Care Act				2,490	
Costs arising from the Deprivation of Liberty Safeguards legislation				500	
Communities Total	3,703	4,671	1,622	2,990	12,986
<u>CYPF</u>					
Reduction in Education Services Grant (ESG)	1,500				
Reduction in Troubled Families Grant	1,200				
Loss of Training Unit funding from Education Funding Agency (EFA)	260				
Cost of pay award			442		
Fostering allowances			80		
Staying Put agenda - Children & Families Act 2014				250	
CYPF Total	2,960	0	522	250	3,732
<u>Place</u>					
Contribution towards running costs on the Electric Works	250				
Provision for inflation on waste management contract			650		
Cost of pay award			358		
Provision for inflation on energy and rent/rates bills			127		
Increase of £8 per tonne on landfill tax				60	
Loss of pilot government grant for the waste management contract, including cost pressures	1,000				
Re-alignment of funding with revised Moor Market business case	400				
Provision of a feasibility cost budget for strategic projects to deliver future year savings	300				
Preserving the City's position as a major host city for cultural, leisure and sporting events	195				
Reduction in Capital Delivery Service turnover	70				
Place Total	2,215	0	1,135	60	3,410

	Loss of funding £'000	Increasing demand on services £'000	Pay & price inflation £'000	Legislative changes £'000	Total £'000
<u>PPC</u>					
Cost of implementing Individual Electoral Registration system				300	
Cost of pay award			32		
PPC Total	0	0	32	300	332
<u>Resources</u>					
Increase in Moorfoot business rates liability due to higher occupancy levels as part of Accommodation Strategy savings		400			
Increase in insurance premiums in relation to transport and property			66		
Cost of pay award			316		
Increased ongoing ICT costs	400				
Loss of capital funding for voluntary land registration project	210				
Loss of income from Insurance Fund	200				
Rationalisation of fleet and equipment	20				
Resources Total	830	400	382	0	1,612
Grand Total	9,708	5,071	3,693	3,600	22,072

Children Young People and Families

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
<u>BUSINESS STRATEGY</u>			
Capacity Planning and Development	3,888	3,888	0
Organisational Development	377	371	6
Strategic Support Services	232,886	236,412	-3,526
Information Systems	1,981	2,207	-226
Contract Services	21,601	18,712	2,889
Resources Support Services	27,869	27,102	767
Children's Commissioning	2,493	2,346	147
Children's Public Health	9,781	9,781	0
	<u>300,876</u>	<u>300,819</u>	<u>57</u>
<u>CHILDREN & FAMILIES</u>			
Prevention and Early Intervention	15,647	9,216	6,431
Fieldwork Services	17,257	1,545	15,712
Health Strategy	3,033	403	2,630
Learning Difficulties and Disabilities	1,614	130	1,484
Policy and Service Improvement	446	31	415
Provider Services	12,988	5,429	7,559
Safeguarding Children	2,573	1,243	1,330
Placements	23,140	1,812	21,328
	<u>76,698</u>	<u>19,809</u>	<u>56,889</u>
<u>INCLUSION & LEARNING SERVICES</u>			
Access & Pupil Services	5,065	5,175	-110
Learning & Achievement Services	1,966	1,675	291
Inclusion & Targeted Services	12,008	10,524	1,484
	<u>19,039</u>	<u>17,374</u>	<u>1,665</u>
<u>LIFELONG LEARNING SKILLS & COMMUNITIES</u>			
Employment and Skills	3,957	2,369	1,588
Family and Community Learning	9,186	9,124	62
Performance & Partnerships	1,251	1,072	180
14-19 Partnership	2,494	2,370	124
Strategic Support	1,662	942	720
Youth	5,925	1,230	4,695
	<u>24,475</u>	<u>17,107</u>	<u>7,369</u>
	<u>421,088</u>	<u>355,109</u>	<u>65,980</u>

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.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	3,888	(3,888)	-	0.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	SCHOOLS PREMISES				
Description	Revenue contribution to property and maintenance costs for schools.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		3,888	3,888	(3,888)	-

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	377	(371)	6	0.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	BUSINESS DEV & SCHOOL DELIVERY				
Description	This reflects the corporate recharges to schools in relation to human resources services to Schools and is funded from the dedicated schools grant				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	171	171	(171)	-

Line	A3				
Activity	STAFF COSTS				
Description	This relates to the cost of school staff retiring early, the cost of redundancies in schools.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	8	198	206	(200)	6

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	232,886	(236,412)	(3,526)		5.30
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	FINANCIAL SUPPORT SERVICES				
Description	Sickness Insurance scheme for schools funded by contribution paid by schools.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	2,749	2,749	(2,749)	-

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
3.30	3,222	1,160	4,382	(4,659)	(277)

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. 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
2.00	115	225,640	225,754	(229,004)	(3,250)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	A pressure as a result of reduced Education Services Grant (ESG). This reduction is a result of the academisation project and a reduction in the General Fund Rate per pupil from £113 to £87 for 2015/16.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	1,500	1,500

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	1,981	(2,207)	(226)	22.70
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	ICT CONTRACT				
Description	This service provides information technology infrastructure and support to the Portfolio.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	80	80	(291)	(211)

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
22.70	867	1,034	1,901	(1,916)	(15)

Section 2: Pressures (Form Es) - None Identified

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	21,601	(18,712)	2,889	16.10
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CONTRACT SERVICES					
Description	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
	16.10	518	21,083	21,601	(18,712)	2,889

Section 2: Pressures (Form Es) - None Identified

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.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	27,869	(27,102)	768		34.60
Total Savings Made			(186)		3.00

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
34.60	1,613	24,580	26,193	(26,296)	(104)

Line	A2				
Activity	PENSIONS				
Description	Pensions and Early Retirement - Contribution to early retirement fixed cost of pension for school staff.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	1,675	1	1,676	(805)	871

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
0.00	30	-	30	-	30

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

Section 3: Summary of Savings

Line	B1					
Activity	Cross Service MER					
Description	This saving will be delivered through an MER and service improvements - reduced school meals cash collections following the introduction of on line payments, reduction in marketing spend for service to schools and reduced ICT costs for the provision of information to schools.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3.00	(113)	(73)	(186)	-	(186)

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, children's health and well being and the Sheffield Music Hub.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,493	(2,346)	147		46.50
Total Savings Made			(153)		3.00

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 and the Sheffield Music Hub.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	46.50	1,932	561	2,493	(2,346)	147

Section 2: Pressures (Form Es) - None Identified

Directorate	CYPD
Service	BUSINESS STRATEGY - CYPF
Planning Entity	CHILDREN'S COMMISSIONING UNIT (Division)

Section 3: Summary of Savings

Line B1					
Activity Children's Commissioning Unit					
Description Further integration of programme management and support services teams across Commissioning and Public Health. This will be achieved through an Managing Employee Reduction (MER) scheme, phased over a 3 year period in order to minimise FTE impacts whilst ensuring a structure fit for the future. Further savings will be realised through increased trading of the Parental Engagement Service.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.00	(73)	-	(73)	-	(73)

Line B2					
Activity Music Service					
Description The Music Hub is currently funded through cash, grant funding, DSG and traded income. Through pump priming investment and continued trading activity, the Service is now able to sustain business as usual without the need for further cash investment.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(80)	(80)	-	(80)

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	9,781	(9,781)	(0)		36.14
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	COMM SERVICES - VOLUNTARY					
Description	Services commissioned from Voluntary and Community organisations to promote health in the Early Years and with vulnerable groups.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00		288	288	(288)	(0)

Line	A2					
Activity	ENHANCED SERVICES					
Description	Enhanced Sexual Health Services delivered in Primary Care by GP Practices and Community Pharmacy. Provision of long acting reversible contraception, emergency hormonal contraception and chlamydia screening.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00		470	470	(470)	-

Line	A3					
Activity	NHS TRUSTS					
Description	Sheffield residents receiving sexual health services out of city.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00		170	170	(170)	-

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
	36.14	949	1,028	1,977	(1,977)	(0)

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
0.00		1,831	1,831	(1,831)	-

Line	A6				
Activity	STH - GUM				
Description	It is a confidential service at Sheffield Teaching Hospital providing specialist information, advice, counseling, rapid testing and treatment for sexually transmitted infections				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		5,367	5,367	(5,367)	-

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings

Line	F1				
Activity	5% reduction in budget for sexual health services				
Description	5% reduction in budget for sexual health services				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(266)	(266)	266	-

Line	F5				
Activity	Funding reduction Young People's Substance Misuse				
Description	Public Health grant contribution funding reduction into the Young People's Substance Misuse pooled budget.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(57)	(57)	57	-

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. This includes a coordinated approach to improve our statutory responsibilities for schools attendance, Early Years including Children's Centres advice, information and free early learning.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	15,647	(9,216)	6,430		304.60
Total Savings Made			(3,200)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A2					
Activity	PREVENTION AND EARLY INTERVENT					
Description	The delivery of whole family support services within a locality, supporting families to achieve their full potential ending social exclusion, improving health and wellbeing and improving school attendance, 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
	304.60	9,174	6,473	15,647	(9,216)	6,430

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Loss of Funding/Income					
Description	MAST Troubled Families					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	-	-	1,200	1,200

Line	E2					
Activity	Inflation					
Description	1% Pay Award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		67	-	67	-	67

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

Section 3: Summary of Savings

Line B1					
Activity Successful Families Grant					
Description Additional grant - MAST Troubled Families mitigated pressure					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(1,200)	(1,200)

Line B2					
Activity Strengthening Families					
Description Saving generated by additional income from Public Health (PH) investment £500k, Clinical Commissioning Group (CCG) grant income £500k, and a reprofiling of the Building Successful Families (BSF) grant					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(2,000)	(2,000)

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	17,257	(1,545)	15,712		384.20
Total Savings Made			(400)		10.00

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
	0.00	-	250	250	(94)	156

Line	A2					
Activity	CENTRAL MGT & BUSINESS SUPP					
Description	Central Management and Business Support Service consists mainly of the staffing costs supporting the Fieldwork and Fostering and Adoption services. This activity includes business support and business support Management and the administrative running costs of Fieldwork and Fostering and Adoption services. Supporting Fieldwork and Provider services.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	129.20	2,672	291	2,963	(37)	2,925

Line	A3					
Activity	FIELDWORK STRATEGY					
Description	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. Multi systemic therapy – an intensive programme to keep 11+ at home reducing care and custody numbers. Implementation and development of a service record management system					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	13.00	531	3,007	3,538	(1,344)	2,194

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

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
	7.30	253	36	289	-	289

Line	A5					
Activity	PERMANENCE & THROUGH CARE					
Description	<p>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.</p> <p>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.</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	52.00	1,566	912	2,478	(39)	2,439

Line	A6					
Activity	SERVICE AREA EAST					
Description	<p>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.</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	63.00	2,208	382	2,590	-	2,590

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

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
63.30	2,385	416	2,801	-	2,801

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
56.40	2,062	285	2,347	(30)	2,317

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
0.00	82	-	82	-	82

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

Section 3: Summary of Savings

Line B1					
Activity		Multisystemic Therapy (MST)			
Description		Review therapeutic interventions commission			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	(50)	(50)	(100)	-	(100)

Line B2					
Activity		Out of Hours			
Description		Changes to the way the Out of Hours social work function operates to improve the performance of the service and reduce costs.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.00	(100)	-	(100)	-	(100)

Line B3					
Activity		Business Support and Management Review			
Description		Management review - Central Management & Business Support			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5.00	(200)	-	(200)	-	(200)

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	3,033	(403)	2,630	12.00
Total Savings Made			(250)	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
	0.00	4	-	4	-	4

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
	12.00	459	2,570	3,029	(403)	2,626

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

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	4	-	4	-	4

Section 3: Summary of Savings

Line	B1				
Activity	Choice and Flexibility in Provision				
Description	Embedding Short Breaks Grants				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(200)	(200)	(50)	(250)

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	1,614	(130)	1,484	41.80
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CHILDREN WITH DISABILITIES				
Description	This area provides a number of services including support for children diagnosed with cancer, children with disabilities and practical support for families to support disabled children in a home setting				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
41.80	1,413	200	1,614	(130)	1,484

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
0.00	10	-	10	-	10

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	446	(31)	415	5.70
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	POLICY & SERVICE IMPROVEMENT					
Description	<p>Improve outcomes for children and their families by enabling quality service improvement :</p> <p>Ensuring the delivery of service improvement</p> <p>Ofsted Inspection preparation</p> <p>Establishing and maintaining policies and procedures that ensure compliance with statutory requirements</p> <p>Leading and delivering the social work Recruitment and Retention Strategy</p> <p>Disseminating research evidence to practitioners and managers</p> <p>Supporting the service delivery of information systems e.g. CareFirst</p> <p>Undertaking the reports required as part of the Serious Case Review process</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	5.70	330	116	446	(31)	415

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
	0.00	2	-	2	-	2

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	12,988	(5,429)	7,558		265.50
Total Savings Made			(1,350)		4.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	ADOPTION				
Description	<p>Responsible for the recruitment, preparation and assessment of prospective adoptive parents, and their support once a child is in placement, and for searching for a suitable adoptive placement that will meet most of the child's needs, for all Sheffield children with an agreed plan of adoption. The service offers support to adoptive families post placement and post Adoption Order including a wide range of support groups. We also offer support to birth families and adopted adults, including assistance with access to adoption records and counselling. We facilitate the 'letterbox exchange scheme' which assists contact between birth families and adopted children. The service is responsible for administering and reviewing all Residence Order and Special Guardianship Order payments and for undertaking non-agency adoption assessments and providing reports to the Court</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28.20	927	867	1,793	(723)	1,071

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
156.00	6,097	951	7,048	(2,837)	4,211

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

Line	A3					
Activity	FOSTERING					
Description	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.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	38.00	1,430	175	1,605	(9)	1,596

Line	A4					
Activity	PLACEMENT STRATEGY					
Description	Support for the Corporate Parenting Agenda Board. Looked After and Adopted Children (LAAC) Survey and Pledge. Star Awards Event. Residential provision for Children's Workforce Development. Commissioned service contracts with partnership providers for Care Experience Council and Advocacy/Children's Rights Services / Looked After Nurse provision. Supports schools providing early preventative support to children with emotional and mental health problems.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	9	181	190	(94)	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
	43.30	1,486	866	2,351	(1,767)	584

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

Section 2: Summary of Pressures (Form Es)

Line	E2				
Activity	Inflation				
Description	1% Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	65	-	65	-	65

Section 3: Summary of Savings

Line	B1				
Activity	Choice and Flexibility in Provision				
Description	Health and social care integrated approach to delivery of service				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(300)	(300)

Line	B2				
Activity	A regional approach to Adoption				
Description	A regional approach will provide economies of scale and provide more alternative permanent homes for children in Sheffield and across the region.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(30)	(70)	(100)	-	(100)

Line	B3				
Activity	A regional approach to Youth Justice				
Description	A regional approach will increase economies of scale and deliver a faster and more cost effective process				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.00	(100)	(150)	(250)	-	(250)

Line	B4				
Activity	Choice and Flexibility in Provision				
Description	Development of a transition into independent living service (including respite) jointly funded by social care and Special Educational Needs (SEN)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(367)	(367)

Line	B5				
Activity	Release of Reserves				
Description	One off saving through the release of traded income reserves, generated over time.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(333)	(333)

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	2,573	(1,243)	1,330		55.80
Total Savings Made			-		0.00

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
	55.80	2,093	480	2,573	(1,243)	1,330

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
	0.00	15	-	15	-	15

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	23,140	(1,812)	21,328		9.90
Total Savings Made			(500)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	PLACEMENTS				
Description	Purchasing of Foster beds for Looked After Children when in house facilities are 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. 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.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9.90	115	23,025	23,140	(1,812)	21,328

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
0.00	3	-	3	-	3

Line	E2				
Activity	Legislation				
Description	Staying Put agenda - Children & Families Act 2014				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	250	250	-	250

Line	E3				
Activity	Inflation				
Description	Fostering Allowances				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	80	80	-	80

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

Section 3: Summary of Savings

Line B1					
Activity Placement Review					
Description To review all Independent Fostering Agency (IFA) placements and long term fostering placements, with a view to securing permanency or LA fostering placements					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(400)	(400)	-	(400)

Line B2					
Activity Co-ordination of SEN Placements					
Description Implementing more formal contractual arrangements, with bespoke service specifications and robust contract management and monitoring in place, in order to improve outcomes for children and young people and the quality of service delivery					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(100)	(100)	-	(100)

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	5,065	(5,175)	(110)		70.00
Total Savings Made			(439)		2.50

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
	70.00	2,639	2,426	5,065	(5,175)	(110)

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
	0.00	104	-	104	-	104

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

Section 3: Summary of Savings

Line	B1				
Activity	Behaviour and Attendance Partnership				
Description	Reduction in Management and Staffing				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.50	(27)	-	(27)	-	(27)

Line	B2				
Activity	Traded Income				
Description	E-Learning Service to be fully traded with schools and academies from April 2015.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(18)	(18)	(80)	(98)

Line	B5				
Activity	Review of ILS Support Service Teams				
Description	Reorganisation of support service functions enabled by the co-location of teams that were previously on split sites.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	(50)	-	(50)	-	(50)

Line	B6				
Activity	Trading of Pupil Admissions Services				
Description	Additional income from academies for the Pupil Admissions Service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(160)	(160)

Line	B7				
Activity	Pay Award				
Description	Pay Award - Funded through reductions across the service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(104)	-	(104)	-	(104)

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	1,966	(1,675)	291	15.30
Total Savings Made			(27)	0.50

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
	15.30	1,474	492	1,966	(1,675)	291

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1					
Activity	Lead Headteachers					
Description	Reduction in Management and Staffing					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.50	(27)	-	(27)	-	(27)

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	12,008	(10,524)	1,484		153.00
Total Savings Made			(304)		1.00

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
	153.00	6,503	5,505	12,008	(10,524)	1,484

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1					
Activity	Traded Income					
Description	Increased level of traded income from schools to reflect increased demand for the Educational Psychology service.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	-	-	(150)	(150)

Line	B2					
Activity	Establishing a Traded Model					
Description	Establish a traded model for Inclusion Learning Services, in particular the English as an Additional Language (EAL) Programmes, which are well regarded by schools. This will realign the service and enable it to continue to contribute to improved outcomes for pupils from vulnerable groups across the city in the context of increasing academisation and school choice around purchasing services.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	1.00	(24)	-	(24)	(130)	(154)

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	3,957	(2,369)	1,588	28.55
Total Savings Made			-	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
4.00	22	1,839	1,861	(2,161)	(300)

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 and 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
24.55	856	1,240	2,096	(208)	1,888

Section 2: Pressures (Form Es) - None Identified

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 on the whole 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	9,186	(9,124)	62		88.60
Total Savings Made			(273)		7.50

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	16 - 19				
Description	- Commissions and delivers provision for young people Not in Education, Employment or Training (NEETs) and other vulnerable learners - Co-ordinates provision for 16-25 year olds with Learning Difficulties and Disabilities including assessment of need and provision of tailored learning programmes such as New Routes				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	60	3,656	3,716	(3,729)	(13)

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
11.80	694	887	1,581	(1,581)	0

Line	A3				
Activity	EMTAS				
Description	The Ethnic Minority and Traveller Achievement Service (EMTAS): - 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
6.10	278	127	405	(405)	(0)

Directorate	CYPD
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	FAMILY & COMMUNITY LEARNING (Division)

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
6.50	210	125	336	(336)	0

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
64.20	1,897	1,251	3,149	(3,074)	75

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Grant drop out from EFA into Training Units from rule changes around 16-19 programmes				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	260	260

Section 3: Summary of Savings

Line	B1				
Activity	Restructure of Management Staffing				
Description	Full year effect from 14/15 restructure of Families & Communities including merger with 14-19 team and loss of Skills Funding Agency funding leading to reshaping of Training Units (Progression Pathways)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7.50	(273)	-	(273)	-	(273)

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	1,251	(1,072)	180		27.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	PERFORMANCE & PARTNERSHIPS					
Description	<p>Performance and Partnerships is responsible for:</p> <ul style="list-style-type: none"> - 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
	27.00	1,153	98	1,251	(1,072)	180

Section 2: Pressures (Form Es) - None Identified

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	2,494	(2,370)	124	11.80
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	14 - 19 PARTNERSHIP					
Description	<p>Commissions and quality assures provision of 14 -16 Vocational Skills Programme for 900 learners as purchased by schools.</p> <p>Organises the city's Alternative Provision for 500 most vulnerable young people e.g. Looked After Children, not on school roll, home educated.</p> <p>Plans the city's 16 -19 provision jointly with government agencies.</p> <p>Leads on education employer links prioritising growth sectors and enterprise.</p> <p>Leads city's 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
	11.80	564	1,930	2,494	(2,370)	124

Section 2: Pressures (Form Es) - None Identified

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: Comprises of 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	1,662	(942)	720		32.80
Total Savings Made			(102)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	STRATEGIC SUPPORT					
Description	Lifelong Learning, Skills and Communities Core Team Responsible for: - 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
	32.80	1,292	370	1,662	(942)	720

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
	0.00	60	-	60	-	60

Section 3: Summary of Savings

Line	B1					
Activity	Pay Award					
Description	Funded through reductions across the service.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	(60)	-	(60)	-	(60)

Line	B2					
Activity	Restructure of Management and Staffing					
Description	Merger of 14-19 Team and Families and Communities.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	(42)	-	(42)	-	(42)

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	5,925	(1,230)	4,696	34.00
Total Savings Made			(840)	5.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	COMMUNITY YOUTH TEAMS					
Description	Directly employs the council staff who are deployed into Community Youth Teams (CYTs). Identifies and delivers preventative programmes to vulnerable young people at risk 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
	29.00	1,106	699	1,805	(149)	1,657

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
	5.00	9	4,112	4,120	(1,081)	3,039

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	Targeted Support for Vulnerable Young People					
Description	A review of youth involvement and community youth teams and a reduction of Sheffield Futures core contract.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	5.00	(200)	(640)	(840)	-	(840)

Communities

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
<u>CARE AND SUPPORT</u>			
Assessment and Care Management	79,609	3,632	75,977
Contributions to Care	1,234	32,601	-31,367
Housing Related Services	5,247	2,649	2,597
Learning Disability Service	61,574	4,855	56,719
Provider Services	12,838	2,832	10,006
	<u>160,502</u>	<u>46,569</u>	<u>113,932</u>
<u>COMMISSIONING</u>			
Housing Commissioning	19,754	4,847	14,907
Mental Health Commissioning	12,557	1,184	11,373
Public Health	2,093	2,093	0
Public Health DACT	8,603	7,763	840
Social Care Commissioning	3,603	1,049	2,554
	<u>46,610</u>	<u>16,936</u>	<u>29,674</u>
<u>COMMUNITY SERVICES</u>			
Community Safety	501	0	501
Libraries	5,569	1,216	4,353
Locality Management	2,596	139	2,457
	<u>8,666</u>	<u>1,355</u>	<u>7,311</u>
<u>BUSINESS STRATEGY</u>			
Executive and Portfolio-wide Services	4,062	1,255	2,807
Planning and Performance	816	128	688
Quality and Safeguarding	2,333	530	1,803
	<u>7,211</u>	<u>1,913</u>	<u>5,298</u>
	222,989	66,773	156,215

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, housing, Care4you, the independent sector and voluntary organisations to assess and provide care as required.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	79,609	(3,632)	75,977	261.00
Total Savings Made			(5,575)	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	ADULT SOCIAL CARE PURCHASING				
Description	Care purchased from Independent Sector Providers, via direct payments and self directed support. Primarily provision of services where there is statutory duty to meet the required needs. Some 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
0.00	-	69,467	69,467	(2,328)	67,139

Line	A2				
Activity	ADULT SOCIAL CARE REABLEMENT				
Description	Provision of 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
1.00	7	56	64	-	64

Line	A3				
Activity	CASE MANAGEMENT FUNCTION				
Description	Provide time limited support/Social Work services to enable people to continue to live as independently as possible. Provision of support/protection for very vulnerable people, e.g. Safeguarding, Deprivation of Liberty etc. Statutory duties associated with Community Care Services define the responsibilities to access needs and provide services. To assess and manage risks associated with vulnerable service users and to agree outcomes with them to keep them free from harm and as independent as possible whilst remaining in their own home. Additionally to support people who have to go into care or who have complex mental health problems. We also work with the Sheffield Clinical Commissioning Group to establish eligibility for either social care or health care funding.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
67.00	2,427	172	2,599	(364)	2,235

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

Line	A4				
Activity	REVIEW & REASSESSMENT FUNCTION				
Description	The Council must review/reassess users who require Care and Support to determine whether their eligible needs have changed and to ensure that support continues to be provided cost effectively.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
53.00	1,694	20	1,714	-	1,714

Line	A6				
Activity	ACCESS PREVENTION & REABLEMENT				
Description	Hospital and Intermediate Care based services. The primary function of this service is to support people to return home from hospital safely, 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
78.00	2,327	35	2,362	(324)	2,038

Line	A8				
Activity	SERVICE MANAGEMENT				
Description	Cost of service management team.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28.00	1,097	365	1,462	(115)	1,347

Line	A10				
Activity	HOUSING SERVICES 3				
Description	Assessment of needs and supply of equipment and adaptations for all people to enable them to remain living at home safely.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
34.00	1,136	806	1,943	(502)	1,441

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

Section 2: Summary of Pressures (Form Es)

Line	E2				
Activity	Demand				
Description	Increase in demand for adult social care service due to demographic changes				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	1,027	1,027	-	1,027

Line	E3				
Activity	Inflation				
Description	Care Home Fees 2% Increase - based on expenditure of £31.35m.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	627	627	-	627

Line	E4				
Activity	Legislation				
Description	Early impact of Care Act, including assessment costs, financial assessment costs, Carers assessments and Carers Support beyond what we currently provide.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	2,490	2,490	-	2,490

Section 3: Summary of Savings

Line	B1				
Activity	Promote cost effective home care supply				
Description	This saving will be achieved by promoting independence of service users, which will lead to a reduction in home care costs.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	(850)	(850)	-	(850)

Line	B2				
Activity	Adults Reviews & Reassessments				
Description	The Council must review/reassess people who require Care and Support. Outcomes of those reviews and reassessments is that for some people the Council has been providing more care and support than people need and/or support has not been provided cost effectively, which is not a fair and equitable use of resources. This has reduced costs in 2014/15 and will give a full year effect in 2015/16 as the costs are continuous.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	(2,000)	(2,000)	-	(2,000)

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

Line	B3				
Activity	Review extra care grant payment				
Description	Reduction of historic grant monies to various providers.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(100)	(100)	-	(100)

Line	B4				
Activity	Review sheffcare beds				
Description	This saving will be realised as a result of achieving greater value for money due to service re-design.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(30)	(30)	-	(30)

Line	B5				
Activity	Anticipated Funding Allocation for Care Act				
Description	Funding Allocation to meet requirements of the Care Act from April 2015 based on the revised financial modelling work undertaken following the Autumn Consultation Exercise.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(2,328)	(2,328)

Line	B6				
Activity	Tender Community Equipment Store				
Description	Reduce running costs by re-tendering in collaboration with the Sheffield Clinical Commissioning Group. The outcome of the tender will offer greater value for money, whilst modernising service delivery in line with strategic design principles.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(100)	(100)	-	(100)

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

Line	B7				
Activity	Review preventative service re independent living				
Description	Review preventative services in respect of small adaptations and independent living solutions. End stayput contract which provides some Occupational Therapy Assessments and Minor Adaptations to non-eligible customers.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(137)	(137)	-	(137)

Line	B8				
Activity	Housing Revenue Account Recharges				
Description	Recharge the Housing Revenue Account for property checks essential for moving customers under the Lettings Policy. Making appropriate charge to HRA to assess suitability of properties for customer for mobility priorities - minimise rent losses of voids				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(30)	(30)

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

Description of core purpose of Planning Entity	The Social Care Accounts Service manages the processes relating to financial assessments, payment recovery, resources management and direct payments, which results in the generation of contributions to care from service users.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,234	(32,601)	(31,367)	50.00
Total Savings Made			(540)	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CHC INCOME					
Description	Income from CCG where individuals' care packages are either wholly or partially eligible for Health funding.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00			-	(7,004)	(7,004)

Line	A2					
Activity	ILF INCOME					
Description	Income from Independent Living Fund where Sheffield City Council acts as the award manager for individuals.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00			-	(373)	(373)

Line	A3					
Activity	INTEGRATED CHARGE INCOME					
Description	Income from service users contributions for non residential care, as assessed under Sheffield's Fairer Contributions Policy.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	-	-	(8,509)	(8,509)

Line	A4					
Activity	RESI, NURSE & PTY INCOME					
Description	Service User Contributions for residential and nursing care as assessed using national regulations (CRAG).					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	-	-	(16,687)	(16,687)

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

Line	A5				
Activity	SCAS PROGRAMME TEAM				
Description	One-off projects for managing changes to the way in which the Social Care Accounts Service operates or the way in which income is collected. There are no such projects scheduled to take place in 2015/16.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-		-		-

Line	A6				
Activity	SOCIAL CARE ACCOUNTS SERVICE				
Description	Cost of the Social Care Accounts Service which administers and pays for all care packages, manages direct payments to service users and financially assesses individual service users and collects income				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
50.00	1,165	69	1,234	(27)	1,207

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Emerging 14/15 budget pressure, as a result of reduced numbers of service users leading to lower fairer contributions income.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	1,000	1,000

Section 3: Summary of Savings

Line	B1				
Activity	Maximising Income options				
Description	People needing Care and Support contribute what they can afford and recovery action is taken when they refuse to contribute. The proposed benefits uplift in 2015/16 and a simplification of allowances awarded in the financial assessment will increase income in 2015/16.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(300)	(300)

Line	B2				
Activity	Social Care Accounts Service Restructure				
Description	Staff have left the service during 2014/15 as a result of the service being re-designed and developing generic roles rather than specialisms. Part year savings in 2014/15 become a full year saving in 2015/16.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(240)	-	(240)	-	(240)

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

Description of core purpose of Planning Entity	Services which help to prevent homelessness or support individuals and families who are homeless. To provide housing advice and assistance with equipment and adaptations for daily living, and disabled facilities grants. To provide support to meet other housing needs. The service also provides accommodation and support to asylum seekers.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	5,247	(2,649)	2,597	70.00
Total Savings Made			(128)	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	ACCOMMODATION & SUPPORT				
Description	Provision of accommodation, support and related services for 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
26.00	749	1,100	1,849	(1,423)	426

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
44.00	1,564	1,833	3,397	(1,226)	2,171

Line	A31				
Activity	HOUSING OPTIONS & ADVICE				
Description	Adjustment for strategic outcome transferring Local Assistance Scheme from Better Health and Wellbeing				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	2,472	(1,660)	812	(412)	400

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

Line	A32				
Activity	HOUSING OPTIONS & ADVICE				
Description	Adjustment for strategic outcome transferring Local Assistance Scheme to Tackling Poverty and Increasing Social Justice				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(2,472)	1,660	(812)	412	(400)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Local Welfare Provision Grant no longer received from Government.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	1,900	1,900

Section 3: Summary of Savings

Line	B5				
Activity	Accommodation and Support - Housing Solutions				
Description	Reduce the running costs of the Private Rented Solutions Service, whilst maintaining service standards and outcomes.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(45)	(45)	-	(45)

Line	B6				
Activity	Accommodation and Support: High Support Review				
Description	Reduced use of Bed and Breakfast accommodation. As an alternative, service users will be placed into suitable temporary, supported or permanent housing as soon as possible.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(20)	(20)	-	(20)

Line	B7				
Activity	Housing Options & Advice				
Description	This saving relates to a reduction in staffing and management costs due to team mergers. Service delivery will be unaffected.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(63)	-	(63)	-	(63)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LEARNING DISABILITIES (Division)

Description of core purpose of Planning Entity	The Learning Disabilities team assesses needs and provides specialist community based services, accommodation and support, short break services, specialist mental health services and service for fulfilling lives through self directed support and personal budgets.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	61,574	(4,855)	56,719		257.00
Total Savings Made			(3,115)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	SHORT BREAKS				
Description	Provision of short break respite service to service users with learning disabilities				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.00	369	36	405	(26)	379

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
6.00	286	55	341	(32)	309

Line	A3				
Activity	EXTERNAL FUNDING				
Description	Team to support and manage programme delivery of Learning Disabilities services including accommodation and out of City placements.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	22	-	22	(22)	-

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
3.00	(21)	129	107	(60)	47

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LEARNING DISABILITIES (Division)

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
0.00	-	-	-	-	-

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
4.00	191	114	305	(24)	280

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)				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
51.00	1,578	1,425	3,003	(34)	2,969

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)				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
81.00	2,508	125	2,633	(73)	2,560

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
15.00	470	51,840	52,310	(4,150)	48,160

Line	A11				
Activity	LD A&CM				
Description	Assessment and Care Management teams supporting Learning Disability service users.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
84.00	2,160	290	2,450	(433)	2,016

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LEARNING DISABILITIES (Division)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Demand				
Description	Increased demand on Learning Disabilities Purchasing arising from emerging in-year (14/15) pressures.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	1,500	1,500	-	1,500

Line	E2				
Activity	Demand				
Description	Increased demand on in-house Learning Disabilities services arising from emerging in-year (14/15) pressures.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	1,300	1,300	-	1,300

Line	E3				
Activity	Demand				
Description	Increase in demand for adult social care service due to demographic changes				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	667	667	-	667

Line	E4				
Activity	Loss of Funding/Income				
Description	Shortfall in funding to support Independent Living Fund (ILF) users as legislation and funding changes				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	403	403	-	403

Line	E5				
Activity	Inflation				
Description	Care Home Fees 2% Increase - based on expenditure of £20.35m				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	407	407	-	407

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LEARNING DISABILITIES (Division)

Section 3: Summary of Savings

Line	B2				
Activity	Supply & Market Development: Learning Disability				
Description	Transfer of all current supported living business to the appropriate, newly tendered for price band, delivered by providers who have succeeded in getting on the supported living framework as a result of the evaluation of quality.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(1,710)	(1,710)	-	(1,710)

Line	B8				
Activity	Supply & Market Development: Short Breaks				
Description	Negotiations with existing providers to achieve best value for money for short breaks through more cost effective market rates.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(135)	(135)	-	(135)

Line	B9				
Activity	Use of Adult Placement Shared Lives				
Description	To develop APSL as an alternative solution for long term care placements.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(850)	(850)	-	(850)

Line	B10				
Activity	Review staff structure in LD A&C Management				
Description	Review staff structure in Learning Disabilities Assessment & Care Management. Full year effect of 14/15 savings. Implemented June 2014				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(120)	-	(120)	-	(120)

Line	B12				
Activity	Learning Disability: Supported Living Framework				
Description	De-registration of registered residential care homes and change to supported living to maximise value for money. This will be achieved through transfer of all current business to the appropriate, newly tendered for supported living price band, delivered by providers who have succeeded in getting on the supported living framework as a result of the evaluation of quality.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(300)	(300)	-	(300)

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	12,838	(2,832)	10,006	493.00
Total Savings Made			(1,102)	0.00

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
5.00	327	1,005	1,332	(99)	1,233

Line	A2				
Activity	REABLEMENT SERVICES				
Description	Home Support has 3 specialist service areas as follows: 1) Short Term Intervention (STIT) providing a re-ablement 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
406.00	7,867	267	8,134	(398)	7,736

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

Line	A3				
Activity	CARE4YOU 24 HOUR RESPONSE SERV				
Description	<p>Enabling our customers to lead healthy and independent lives through the installation of equipment and provision of emergency care advice, support and practical help 24 hours a day, 365 days per year (helping the individual to remain safe, secure and independent at home).</p> <p>Provision of the service is free for the first 6 weeks (preventing delayed discharge from hospital and avoidable hospital admissions). Provision of an Out of Hours and Overnight support function to all service areas.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
30.00	886	308	1,195	(2,109)	(914)

Line	A4				
Activity	CARE4YOU BUSINESS & PERFORMANC				
Description	<p>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.</p> <p>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.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15.00	643	869	1,511	-	1,511

Line	A5				
Activity	COMMUNITY SUPPORT SERVICE				
Description	<p>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 provides respite support for their carers.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
37.00	664	(133)	532	(227)	305

Line	A6				
Activity	HEAD OF SERVICE				
Description	<p>Includes Major Incident Response and other miscellaneous items managed by the Head of Service which relate to the whole of Adult Provider Services</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	135	135	-	135

Section 2: Pressures (Form Es) - None Identified

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

Section 3: Summary of Savings

Line	B1				
Activity	Closure of Complex Needs service				
Description	This is the full year effect of savings plans agreed and implemented in 2014/15. Services are being re-provided in a more cost-effective way.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(600)	(200)	(800)	-	(800)

Line	B2				
Activity	Adult Provider Services General Fund				
Description	Examine & reduce non-staffing budgets				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(20)	(20)	-	(20)

Line	B3				
Activity	Adult Provider Services Training Costs Reduction				
Description	Reduction in Adult Provider Services Training Expenditure. Will not impact on training requirements. Reduction proportionate to staff reduction within Service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(70)	(70)	-	(70)

Line	B4				
Activity	Stop oncall payments for Service Managers				
Description	Service delivery will be unaffected and a full year saving (2015/16) is expected following implementation in 2014/15.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(12)	-	(12)	-	(12)

Line	B5				
Activity	Review of Community Support Services, incl. Grange				
Description	Review of Community Support Services, including Grange Crescent and social respite groups across the city. Options Appraisal to be undertaken to determine the future direction of the service, taking into consideration the need to maximise value for money whilst continuing to ensure ongoing provision for all service users.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(100)	(100)	-	(100)

Line	B6				
Activity	Close Manor Centre and relocate to Moorfoot				
Description	This relocation of staff will result in lower building costs whilst service delivery will remain unaffected.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(100)	(100)	-	(100)

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.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	19,754	(4,847)	14,907	47.00
Total Savings Made			(1,100)	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
	6.00	378	81	459	(336)	123

Line	A3					
Activity	HOUSING RELATED SUPPORT					
Description	Maintaining independence for vulnerable people who need additional support to maintain a tenancy.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	6.00	378	10,991	11,369	(2,501)	8,868

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
	29.00	1,047	127	1,174	(745)	429

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
	6.00	205	6,547	6,751	(1,265)	5,486

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line B1					
Activity: Implement existing plans. Housing Related Support					
Description: A range of changes to housing related support contractual arrangements, which will deliver efficiencies in the way this support is provided. A large proportion of the savings is the full year effect of savings made in 2014/15 for sheltered accommodation and extra care housing. Where possible the full impacts of reductions to extra care and sheltered housing have been mitigated by remodelling some of the funding into Housing Benefit, but has covered risks and priorities and full impacts of reductions of services to other vulnerable groups have been mitigated by better prioritising who support is directed to.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(1,100)	(1,100)	-	(1,100)

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

Description of core purpose of Planning Entity	Investment in services provided by Sheffield Health and Social Care Foundation Trust for people with mental health issues.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	12,557	(1,184)	11,373		82.00
Total Savings Made			(1,425)		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
79.00	2,080	7,187	9,267	(488)	8,779

Line	A2				
Activity	COMMISSIONING MENTAL HEALTH				
Description	Partnership grants and support for Carers of people with Mental Health issues.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	680	680	(104)	576

Line	A4				
Activity	OLDER PEOPLES MENTAL HEALTH				
Description	Resource centres provided by Sheffield Health and Social Care Foundation Trust under the Section 75 Partnership Agreement providing short term care and day care. Staff employed by Sheffield Health and Social Care Foundation Trust.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	56	2,039	2,094	(175)	1,919

Line	A6				
Activity	SUBSTANCE MISUSE SERVICES				
Description	Care and support for people with drug and alcohol issues.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.00	119	397	515	(417)	99

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

Section 2: Summary of Pressures (Form Es)

Line	E2				
Activity	Inflation				
Description	Increase in Health & Social Care NHS Foundation Trust pension charge				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	163	163	-	163

Line	E3				
Activity	Demand				
Description	Increase in demand for adult social care service due to demographic changes				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	108	108	-	108

Line	E4				
Activity	Inflation				
Description	Care Home Fees 2% Increase - based on expenditure of £3.3m				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	66	66	-	66

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

Section 3: Summary of Savings

Line B1					
Activity	Retender Hurlfield View resource centre management				
Description	A renegotiation of the current delivery arrangements will take place with the provider; to enable them to re-configure their service model to meet the savings target, with no adverse impact on service delivery. There should be no impact to current funded users of the services who are referred as part of eligibility.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(425)	(425)	-	(425)

Line B2					
Activity	Impact of revised offer - Mental Health Purchasing				
Description	The Council must review/reassess people who require Mental Health Services. Outcomes of those reviews and reassessments is that for some people the Council has been providing more care and support than people need and/or support has not been provided cost effectively, which is not a fair and equitable use of resources. This has reduced costs in 2014/15 and will give a full year effect in 2015/16 as the costs are continuous.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(1,000)	(1,000)	-	(1,000)

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

Description of core purpose of Planning Entity	Public Health responsibilities transferred to Local Authorities several years ago now. This service includes: work to promote the health of people with mental health problems, 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	2,093	(2,093)	(0)		15.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	COMMUNITIES PH CONTRACTS				
Description	Public Health commissions the voluntary sector to deliver a number of Public Health services for the delivery of the Healthy Communities Programme, Health Trainers, Health Champions and Mental Health related services.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		1,393	1,393	(1,393)	-

Line	A3				
Activity	COMMUNITIES PH STAFF				
Description	In house provision includes a Mental Health initiative, the Health Trainers service largely funded through the Sheffield CCG and work to support people with HIV.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15.00	721	10	731	(731)	(0)

Line	A4				
Activity	COMMUNITIES PH NON PAY				
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, the voluntary, community & faith sector infrastructure, community development and the Healthy Communities Programme.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		70	70	(70)	-

Section 2: Pressures (Form Es) - None Identified

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

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings

Line	F1					
Activity	Reviewing PH investment in Mental Health Services					
Description	Value for money and impact reviews of public health investment in care and support services - considering how we maximise impact of public health investment alongside existing mainstream mental health investment.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(64)	(64)	64	-

Line	F2					
Activity	Review of Community Wellbeing Services					
Description	Agreeing extensions to existing contracts with reductions in cost achieved through negotiated savings and/or changes to service provision.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(37)	(37)	37	-

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	PH DRUG & ALCOHOL (DACT) (Division)

Description of core purpose of Planning Entity	Public Health responsibilities transferred to Local Authorities several years ago now. This services relates to work in the prevention and treatment of alcohol and drug dependency.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	8,603	(7,763)	840	17.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	DRUG & ALCOHOL SERVICES CS					
Description	Public Health 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
	17.00	626	8,252	8,878	(8,038)	840

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Demand					
Description	Additional IDVA Capacity (Independent Domestic Violence Advocacy)					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	69	-	69	-	69

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	PH DRUG & ALCOHOL (DACT) (Division)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings

Line	F1					
Activity	Consolidation of drugs treatment contracts					
Description	Achieved without impact on service levels by consolidating drugs-treatment contracts and services with one provider.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(275)	(275)	275	-

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	3,603	(1,049)	2,554		56.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A2
Activity	PARTNERSHIP FUNDING & CONTRACT
Description	Funds a range of projects and programmes delivered internally and by Voluntary, Community and Faith Sector and private providers eg Carers provision, Health and Wellbeing Board, development of Health and Social Care Integration.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.00	266	1,328	1,594	(765)	829

Line	A3
Activity	STAFF & SUPPLIES
Description	Contract management and commissioning of adult social care services which are delivered by the voluntary, community & faith sectors and private providers. Developing the Joint Strategic Needs Assessment and commissioning strategies, e.g. Carers, prevention, Black and Minority Ethnic, Quality in Care Homes. Partnership contract management for Adult Mental Health; resource management for independent Home Care; monitoring of care homes and other care providers
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
48.00	1,797	212	2,009	(284)	1,725

Section 2: Pressures (Form Es) - None Identified

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	501	-	501	14.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A2				
Activity	SAFER COMMUNITIES PARTNERSHIP				
Description	This team is responsible for coordinating the Partnership to deliver the city's Community Safety Strategy, Joint Strategic Intelligence Assessment Action Plan and its statutory duties. This partnership has been developed to bring together all strategic partners - Council, Health, Police, Fire, Probation Services, Voluntary Section and range of other support services to achieve the city's ambitions.				
Grant Income Source					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Net Revenue Expenditure
	14.00	349	152	501	-

Section 2: Pressures (Form Es) - None Identified

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LIBRARIES, ARCHIVES & INFORMAT (Division)

Description of core purpose of Planning Entity	Provision to provide under the 1964 Public Libraries & Museums Act 'a comprehensive and cost-effective 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	5,569	(1,216)	4,353	118.00
Total Savings Made			(769)	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	ASSOCIATE LIBRARIES				
Description	10 Libraries independent of Sheffield City Council now run by volunteer groups.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	0	25	25	(24)	1

Line	A2				
Activity	CENTRAL & COLLECTIONS				
Description	The Sheffield Central Library, the Library Theatre and the management of the council's library collections.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
25.00	695	821	1,516	(196)	1,320

Line	A3				
Activity	CO-DELIVERED LIBRARIES				
Description	5 Libraries which are run by volunteers with Sheffield City Council support by maintaining buildings and providing lending materials not part of the Council's Library service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	26	125	151	(22)	129

Line	A5				
Activity	HERITAGE SERVICES				
Description	Sheffield's Archives and Local Studies Service which also includes records management.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15.00	429	183	612	(312)	300

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LIBRARIES, ARCHIVES & INFORMAT (Division)

Line	A6				
Activity	HUB & HOME LIBRARIES				
Description	12 Sheffield City Council Hub libraries (Tinsley until 2016), including our Home Library service to people that are not able to access a community library.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
51.00	1,123	569	1,692	(183)	1,509

Line	A7				
Activity	LEADERSHIP TEAM				
Description	The Management Team for the Libraries Archives and Information service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.00	300	40	340	(54)	286

Line	A8				
Activity	SERVICE DEVELOPMENT				
Description	Support functions for the Library service, Schools and children's library services and the World Metal Index. Also includes IT and e-services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
20.00	641	593	1,234	(425)	809

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1				
Activity	Review of Sheffield's Library Service				
Description	<p>In February 2014 Cabinet made a decision on the future of Sheffield's Library Service to meet its statutory duty at this time.</p> <p>Continue with the planned savings. The plans for the new service and the development of community hubs, volunteering and outreach provision align with the strategic priorities and direction of the Council.</p>				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(750)	(19)	(769)	-	(769)

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	2,596	(139)	2,457	18.00
Total Savings Made			(430)	3.00

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
1.00	9	33	43	(45)	(3)

Line	A2				
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
0.00	-	-	-	-	-

Line	A3				
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
17.00	516	248	764	-	764

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

Line	A4				
Activity	VOLUNTARY SECTOR				
Description	Supporting the development of the Voluntary, Community and Faith sector, supporting local communities across the city. This coordinates grant aid funding, mainstream Council and partnership funding and has resulted in maximising the use of external funding.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	1,789	1,789	(94)	1,695

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1				
Activity	Locality Management - Executive Costs				
Description	Reduction in budgets that cover meeting hire, communication and start up costs for new Locality management arrangements.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(35)	(35)	-	(35)

Line	B2				
Activity	Locality Management - Locality Area budgets				
Description	15% reduction in Locality area non-staffing budgets				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(45)	(45)	-	(45)

Line	B3				
Activity	Locality Management - VS Grants Fund				
Description	Reduction in the City Wide Voluntary Sector Grants Fund				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(300)	(300)	-	(300)

Line	B7				
Activity	Merger of Staff Structures				
Description	Reduce and Merge Staffing Structures for VCF/Grant Aid.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.00	(50)	-	(50)	-	(50)

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

Description of core purpose of Planning Entity	Includes the costs of Communities Executive Director and the Business Strategy Management Team (and support), together with central portfolio overheads.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,062	(1,255)	2,807		130.00
Total Savings Made			(434)		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
4.00	487	53	540	(173)	367

Line	A2				
Activity	PORTFOLIO-WIDE SERVICES				
Description	General, 'central' Communities Portfolio overheads, including the provision of business support services and the Mail and Insurance contracts.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
126.00	2,855	668	3,522	(1,082)	2,440

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Recharge to Housing Revenue Account - Service Level Agreement recharge recalculation, which has led to a reduction in the recharge.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	400	400

Line	E2				
Activity	Inflation				
Description	Cost of 1% pay award for the whole of Communities Portfolio				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	359	-	359	-	359

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

Section 3: Summary of Savings

Line B1					
Activity		Reduction in non-staff costs			
Description		Reduction in non-staff costs for Business Strategy based on an analysis of current and previous year requirements.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(35)	(35)	-	(35)

Line B2					
Activity		Business Strategy Business Support Staff Reduction			
Description		As a result of plans already underway, improved working practices will enable the achievement of business support savings of 15 full time equivalents and associated staff costs.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15.00	(375)	-	(375)	-	(375)

Line B3					
Activity		Business Strategy Personal Assistants			
Description		As a result of a review of Personal Assistant support to Heads of Service and Directors.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(24)	-	(24)	-	(24)

Directorate	COMMUNITIES
Service	BUSINESS STRATEGY
Planning Entity	PLANNING & PERFORMANCE (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	816	(128)	688		32.00
Total Savings Made			(268)		7.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	INFO MANAGEMENT & SYSTEMS				
Description	Provide IT systems and services for adult social care and other services in Communities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11.00	458	46	504	(11)	492

Line	A2				
Activity	PERFORMANCE, PLANNING & CHANGE				
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
21.00	311	1	312	(117)	195

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1				
Activity	Reduce staffing levels across Business Strategy				
Description	Review and restructure Business Strategy to deliver an overall reduction in 7 full time equivalents and associated staffing costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7.00	(268)	-	(268)	-	(268)

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	2,333	(530)	1,803		32.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	QUALITY AND SAFEGUARDING				
Description	Adult Safeguarding and mental capacity teams, quality and service standards.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
32.00	936	1,397	2,333	(530)	1,803

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Legislation				
Description	The Supreme Court ruling has significantly reduced the threshold for DOLS (Deprivation of Liberty). As a result there has been a tenfold increase in the number of cases where the local authority has to assess and approve the living arrangements for people whose liberty is restricted for their own safety.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	500	500	-	500

Place

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
Business Strategy and Regulation	36,982	8,003	28,979
Capital & Major Projects	10,611	10,126	485
Creative Sheffield	20,638	18,378	2,260
Culture & Environment	25,629	10,304	15,325
Marketing Sheffield	1,110	497	613
Public Health	2,810	2,810	0
Regeneration & Development Services	98,389	19,531	78,858
	196,169	69,649	126,520

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	36,982	(8,003)	28,979		151.48
Total Savings Made			(1,474)		0.00

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
5.42	336	586	922	(475)	447

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 as well as protecting the environment.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
90.43	3,721	778	4,499	(969)	3,529

Line	A5				
Activity	LICENSING				
Description	Delivery of the Council's legal / statutory / non-statutory licensing functions in relation to sports, gambling and entertainment facilities, alcohol and food sales, charity collections and animals.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
16.98	689	480	1,168	(1,179)	(11)

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
10.01	413	184	597	(66)	531

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

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
	23.65	988	334	1,322	(79)	1,243

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
	4.99	347	28,127	28,474	(5,235)	23,240

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Provision for a pay increase (1%).					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	63	-	63	-	63

Line	E2					
Activity	Inflation					
Description	Provision for energy (10%) and rent/rates (3%) inflation.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	9	9	-	9

Line	E3					
Activity	Inflation					
Description	Provision for contract inflation on waste management contract (2.3%).					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	650	650	-	650

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

Line	E4				
Activity	Legislation				
Description	Increase of £8 per tonne on landfill tax.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	60	60	-	60

Line	E5				
Activity	Loss of Funding/Income				
Description	Provision of a feasibility cost budget for strategic projects to deliver future year savings.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	300	300	-	300

Line	E6				
Activity	Loss of Funding/Income				
Description	Provision for cost pressures (£800k) and loss of pilot government grant (£200k) on the waste management contract/service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	800	800	200	1,000

Section 3: Summary of Savings

Line	B1				
Activity	Identify levers to release savings on contracts				
Description	Identify levers to release savings of up to 15% over the next 3 years on contracts and levies (waste management).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(1,402)	(1,402)	-	(1,402)

Line	B2				
Activity	Inflation Increase on Fees and Charges				
Description	An inflation increase on all fees and charges within BSR not included in specific proposals, principally recovery of costs from third parties and re-charges to projects.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(72)	(72)

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

Description of core purpose of Planning Entity	To lead the City Council's major capital projects – city developments, housing, operational and non-operational buildings and infrastructure. Also responsible for property services, design services, energy management and commercial property including markets. The Service through the Director also provides the Chief Property Officer of the Council, for Corporate property matters reporting to the Executive Director, Resources.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	10,611	(10,126)	485	76.50
Total Savings Made			(263)	7.40

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CAPITAL DELIVERY SERVICE					
Description	The development and delivery agent for all council-led and procured building and construction projects. The service ensures that projects, including building, construction and development projects are scoped, developed, procured, delivered and managed as efficiently, economically and successfully as possible whilst delivering the required outcomes to the highest possible quality and ensuring that the requisite corporate processes are followed. The service will also provide the Capital Programme Hub to monitor and manage the councils overall Capital Programme together with the Energy Management function, responsible for the management and reduction of the council's energy consumption					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	76.50	3,300	345	3,645	(3,984)	(339)

Line	A2					
Activity	CARBON REDUCTION					
Description	Carbon Reduction Commitment (CRC) Energy Efficiency Scheme - is a mandatory Government scheme administered by the Environment Agency. The Council qualifies as a CRC 'participating organisation' and is required to report annually on energy used by sites and supplies specified under CRC rules, and to buy 1 'carbon allowance' for each tonne of CO2 emitted as a result of using that energy. The CRC budget is for the purchase of carbon allowances and other fees due under the CRC scheme.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00		529	529		529

Line	A4					
Activity	COMMERCIAL ESTATE					
Description	Corporate Asset Strategy, Management of the Commercial, Rural and Agricultural Estates, Client Management of Kier Asset Partnership Services Property Consultancy including, Valuation, Rating Advice, Acquisitions and Disposals, Asset Rationalisation Work, Major Projects Property Negotiation.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	513	1,878	2,392	(2,764)	(373)

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

Line	A5				
Activity	EMERGENCY PLANNING				
Description	The Emergency Planning Shared Service Rotherham & Sheffield is responsible for leading and co-ordinating the council's preparations for, response to and recovery from a major incident which may affect Sheffield. Their plans and actions comply with the Civil Contingencies Act 2004, other government guidance and also take into account the needs of our residents, the emergency services, neighbouring Local Authorities, and other emergency responders.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	108	228	337	(111)	226

Line	A7				
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
0.00	(0)	495	495	(454)	41

Line	A8				
Activity	SHEFFIELD CITY MARKETS				
Description	Provision of the City and District markets service including operational and staffing costs associated with wholesale, retail, street trading and visiting markets.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	534	2,680	3,214	(2,813)	401

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Re-alignment of funding with revised Moor Market business case.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	400	400

Line	E2				
Activity	Inflation				
Description	Provision for pay increase (1%).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	45	-	45	-	45

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

Line	E3				
Activity	Loss of Funding/Income				
Description	Reduction in Capital Delivery Service turnover.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	70	70

Section 3: Summary of Savings

Line	B1				
Activity	Moor Market - Revised Business Case				
Description	A reduction in in staff (patrol& management) aimed at delivering efficiencies to enable lower rent/service charges with a view to sustaining higher occupancy levels.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5.40	(150)	-	(150)	-	(150)

Line	B2				
Activity	Capital Delivery Service				
Description	A reduction in staffing to re-align costs with reduced income and sustain the achievement of the overall profit target for the service (see Pressure E3)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	(70)	-	(70)	-	(70)

Line	B3				
Activity	Inflationary Increase on Fees and Charges				
Description	An inflation increase on all fees and charges within C&MP not included in specific proposals, principally recovery of costs from third parties and re-charges to projects.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(43)	(43)

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	20,638	(18,378)	2,260	25.80
Total Savings Made			(8)	0.00

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
9.41	302	18,191	18,493	(18,228)	265

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
1.00	148	380	528	242	770

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
0.00	-	317	317	(250)	67

Line	A4				
Activity	BUSINESS 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
8.03	568	18	585	(142)	443

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
7.36	173	542	715	-	715

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Provision for Pay increase (1%).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	13	-	13	-	13

Line	E2				
Activity	Inflation				
Description	Provision for energy (10%) and rent/rates (3%) inflation.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	6	6	-	6

Line	E3				
Activity	Demand				
Description	Contribution towards running costs on the Electric Works due to lower than originally planned occupation, in line with revised business case.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	250	250

Section 3: Summary of Savings

Line	B1				
Activity	Inflation Increase On Fees and Charges				
Description	An inflation increase on all fees and charges within BSR not included in specific proposals, principally recovery of costs from third parties and re-charges to projects.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(8)	(8)

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	25,629	(10,304)	15,325	436.29
Total Savings Made			(1,027)	3.10

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
198.53	1,341	454	1,795	(1,199)	595

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
1.00	63	52	115	-	115

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
39.38	1,353	1,172	2,525	(2,898)	(373)

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. The service objective is to 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
25.02	770	1,259	2,029	(882)	1,147

Line	A5				
Activity	DIRECTOR CULTURE & ENVIRONMENT				
Description	Leadership of the Culture & Environment services, plus management and development of key strategies, projects and partnerships.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	197	174	370	-	370

Line	A6				
Activity	EVENTS				
Description	To provide a city events calendar including city and community events. Through exploiting present and future opportunities the events team will work to maximise the value that events give to the city in terms of profile, economics, creativity and community cohesion. The team will provide a range of delivery methods which will include direct delivery, support to other event owners and commissioning.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.19	359	369	727	(424)	304

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
162.17	6,253	4,147	10,400	(4,506)	5,894

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

Line	A8					
Activity	PARTNERSHIPS & SPECIAL PROJECT					
Description	The Partnerships and Special Projects section deals with the relationships with the leisure/sports and cultural trusts. They all deliver services that are viewed as important to the Council in terms of its strategic objectives and play a key part in influencing the city's economic, social, educational and health priorities.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	1.00	50	7,618	7,668	(395)	7,273

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Provision for Pay increase (1%) on Competitive City activities					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	13	-	13	-	13

Line	E2					
Activity	Inflation					
Description	Provision for Pay increase (1%) for Great Place to Live activities					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		75	-	75	-	75

Line	E3					
Activity	Inflation					
Description	Provision for energy (10%) and rent/rates (3%) inflation for Competitive City activities					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	40	40	-	40

Line	E4					
Activity	Inflation					
Description	Provision for energy (10%) and rent/rates (3%)for Great Place to Live activities					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	45	45	-	45

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

Section 3: Summary of Savings

Line B1					
Activity Urban Nature Parks					
Description Shift from formal maintenance to more natural land management that will support meadow, wildlife, wild flowers and more trees.					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(100)	(100)	-	(100)

Line B2					
Activity SIV Efficiency Programme					
Description Increased income and efficiencies in sports facilities.					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(492)	(492)	-	(492)

Line B3					
Activity Public Realm Maintenance Efficiencies					
Description Merge Housing Estates Services and Parks grounds maintenance teams to realise efficiencies in both Housing Revenue Account and General Fund (net General Fund saving only shown below).					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
3.10	(88)	(121)	(209)	150	(59)

Line B4					
Activity Reduction in Theatre Trust Grant					
Description Agreed reduction in annual grant to Theatre Trust.					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(36)	(36)	-	(36)

Line B5					
Activity Reduction in Museums Sheffield Subsidy					
Description Agreed reduction in Museums Sheffield subsidy.					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(150)	(150)	-	(150)

Line B6					
Activity Reduction in Sheffield Industrial Museums Grant					
Description Agreed reduction in Sheffield Industrial Museums Grant					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(81)	(81)	-	(81)

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

Line	B7				
Activity	Uppertorpe Healthy Living Centre				
Description	Reduction in Uppertorpe Healthy Living Centre subsidy.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(56)	(56)	-	(56)

Line	B8				
Activity	City Centre Management				
Description	Increased Income generation and additional fee paying events				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(10)	(10)

Line	B9				
Activity	Events New Business Model				
Description	Move towards new business model for Major Events reducing dependency on General Fund.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(10)	(10)

Line	B12				
Activity	Inflation Increase on Fees and Charges				
Description	An inflation increase on all fees and charges within culture and environment not included in specific proposals, principally recovery of costs from third parties and re-charges to projects (great place to live).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(26)	(26)

Line	B13				
Activity	Inflation Increase on Fees and Charges				
Description	An inflation increase on all fees and charges within culture and environment not included in specific proposals, principally recovery of costs from third parties and re-charges to projects (competitive city).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(7)	(7)

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	1,110	(497)	613		10.00
Total Savings Made			(362)		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
0.00	-	623	623	-	623

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
10.00	352	135	487	(497)	(10)

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

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Provision for Pay increase (1%).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	3	-	3	-	3

Line	E2				
Activity	Loss of Funding/Income				
Description	Preserving the City's position as a major host city for cultural, leisure and sporting events.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	195	195	-	195

Section 3: Summary of Savings

Line	B1				
Activity	No General Fund				
Description	Move Marketing Sheffield to an alternative business model with no General Fund allocation				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(362)	(362)

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	2,810	(2,810)	-	6.80
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
	6.80	408	3,295	3,703	(3,703)	-

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings

Line	F1					
Activity	Reduce funds to Skyride event					
Description	Cycling opportunities – reduce funds to Skyride annual event and maintain PH funding for programme of led rides to build behaviour change					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(15)	(15)	15	-

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

Line	F2				
Activity	Cut to Move More Funding				
Description	Cut to Move More funding				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(21)	(21)	21	-

Line	F3				
Activity	Cut to Tobacco control programme budget:				
Description	Cut to Tobacco control programme budget:				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(550)	(550)	550	-

Line	F4				
Activity	Stop Eatwell – Trading Stds Healthy Takeaways work				
Description	Stop Eatwell – Trading Stds Healthy Takeaways work.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(40)	(40)	40	-

Line	F5				
Activity	Stop Food & community cooking skills				
Description	Stop Food & community cooking skills – currently provided citywide by Uppertorpe Healthy Living Centre				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(70)	(70)	70	-

Line	F6				
Activity	Cut MCDT food work				
Description	Cut MCDT food work				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(60)	(60)	60	-

Line	F7				
Activity	Cut to Weight Management Services contracts				
Description	Cut to Weight Management Services contracts				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(137)	(137)	137	-

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SER
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	98,389	(19,531)	78,858		378.97
Total Savings Made			(7,038)		3.20

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
9.90	368	106	474	(476)	(2)

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
49.52	2,865	50,329	53,194	(1,282)	51,912

Line	A3				
Activity	MANAGEMENT & SUPPORT DEVS				
Description	Provides management, administration and general support for Development Services				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.43	223	107	330	-	330

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SER
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
	123.24	4,252	419	4,670	(3,577)	1,093

Line	A5					
Activity	PRECEPTS AND LEVIES					
Description	The South Yorkshire Integrated Transport Authority charges a levy on Sheffield City Council to fund the provision of public transport services across South Yorkshire including the Suertram system. 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.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	28,528	28,528	-	28,528

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SER
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
	29.91	1,406	309	1,715	(1,873)	(157)

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
	162.97	5,624	3,853	9,477	(12,323)	(2,846)

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

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Provision for Pay increase (1%) on Competitive City activities				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	78	-	78	-	78

Line	E2				
Activity	Inflation				
Description	Provision for Pay increase (1%) on Great Place to Live activities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	68	-	68	-	68

Line	E3				
Activity	Inflation				
Description	Provision for energy (10%) and rent/rates (3%) inflation for Competitive City activities				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	25	25	-	25

Line	E4				
Activity	Inflation				
Description	Provision for energy (10%) and rent/rates (3%) for Great Place to Live Activities				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	2	2	-	2

Section 3: Summary of Savings

Line	B1				
Activity	Identify levers to release savings on contracts				
Description	Identify levers to release savings of up to 15% over the next 3 years from contracts and levies (Streets Ahead)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(2,193)	(2,193)	-	(2,193)

Line	B2				
Activity	Identify levers to release savings on levies				
Description	Identify levers to release savings of up to 15% over the next 3 years from contracts and levies (Public Transport Contribution)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(4,240)	(4,240)	-	(4,240)

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

Line	B4				
Activity	Road Safety				
Description	Reduce 1fte vacant school crossing post (£7k) and increase the balance of schools funded crossing patrols (£13k).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(20)	-	(20)	-	(20)

Line	B11				
Activity	Urban & Env Design Restructure				
Description	Delete vacant Principal Officer Business and Programmes post (G9) in Urban & Environmental Design and replace with an Assistant Landscape Officer post (G6).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(11)	-	(11)	-	(11)

Line	B12				
Activity	Development Management				
Description	Reduce working hours of the Business Manager post (G11).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.20	(12)	-	(12)	-	(12)

Line	B13				
Activity	Increase Income - Planning & City Regeneration				
Description	Additional income assumed in pre-application fees (£25k); Building Control fees (£5k); New Homes Bonus 2 funding for Housing Market Intelligence Project (£35k); City Regeneration project recharges to the New Retail Quarter and Sheffield City Region Investment Fund projects (£14k).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(79)	(79)

Line	B14				
Activity	Highway Network Management				
Description	A number of measures: reduced UTC communications costs (£40k); bus lane enforcement income to contribute to UTC costs (£50k); increased income from Licence fees (£35k); fund technical support officer post in Licences from Licence income (£18k).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(40)	-	(40)	(103)	(143)

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

Line	B15				
Activity	Transport Planning				
Description	A number of measures : fund scheme design and delivery officer from camera enforcement income (£20k); increase recharge to Streets Ahead Opportunities post to Capital (£15k); recharge Child Pedestrian Training post to Safer Roads Partnership (£8k); delete vacant post (0.5fte) in Business Management (£17k).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.50	(17)	-	(17)	(43)	(60)

Line	B16				
Activity	Parking Services				
Description	Increased on-street parking income (£15k); off-street parking income (£10k) and peripheral parking zones income (£10k) - reflecting increased patronage, not parking fee increases; remove funding for Police decriminalised parking work that has now ceased (£26k); recharge of Parking Services client role to income (£37k); apply income to fund Parking Services administration costs (£30k).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(26)	(26)	(102)	(128)

Line	B17				
Activity	Highway Maintenance				
Description	A number of measures : Recharge officer time to the developing Flood defence capital programme (£20k); reduce non-employee budgets (£20k); increase income to New Works Team from Capital Programme (£38k).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(20)	(20)	(58)	(78)

Line	B18				
Activity	Sustainable City				
Description	A number of measures : Delete 0.5fte business support post (£10k); recharge some Sustainability Officer time to projects (£20k).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.50	(10)	-	(10)	(20)	(30)

Line	B19				
Activity	Inflationary Increase on Fees and Charges				
Description	An inflation increase on all fees and charges within R&DS not included in specific proposals, principally recovery of costs from third parties and re-charges to projects.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(44)	(44)

Policy, Performance & Communications

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
Policy, Performance & Communications	4,611	2,184	2,427
Public Health	963	1,098	-135
	5,574	3,282	2,292

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	4,611	(2,184)	2,427	77.17
Total Savings Made			(502)	4.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	COMMUNICATIONS					
Description	<p>Communications' principal purpose is to support the council in its strategic priorities, communicating and reinforcing the corporate plan values, priorities and initiatives through key campaign work against the strategic outcomes. Internal comms enables council employees to support delivery of the plan.</p> <p>We also work with services and partners to develop and deliver strategies and plans to support their work, and to promote the Council's image, protecting its reputation.</p> <p>We help the Council get its message across to make sure the people of Sheffield know what the Council does for them, and what services and support are available to them. We provide a full range of support for the Council including media liaison; marketing campaign development and implementation; design and print; and internal comms (inc. intranet).</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	38.67	998	606	1,604	(1,564)	40

Line	A2					
Activity	ELECTIONS					
Description	Electoral Services is responsible for ensuring the delivery of efficient and robust Electoral and Registration statutory functions					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	5.75	215	507	721	(10)	711

Line	A3					
Activity	EQUALITIES & INVOLVEMENT					
Description	Equalities and Involvement is responsible for supporting the Council to develop new policy and strategy on social justice, fairness, equality, and involvement; delivering an effective statutory scrutiny function; and ensuring we meet the full range of Equalities and Consultation duties, including our obligations under the Equality Act.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	5.59	224	145	369	-	369

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

Line	A4				
Activity	HRA COMMS				
Description	The work of the Communications Service includes the full range of communications activity with Council tenants and internal communications for the Housing service delivered under a Service Level Agreement, funded by the Housing Revenue Account.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	160	90	250	(250)	-

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
6.91	219	45	264	(30)	234

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
13.58	900	173	1,073	-	1,073

Line	A7				
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
5.67	319	11	330	(330)	-

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

Section 2: Summary of Pressures (Form Es)

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

Line	E2				
Activity	Legislation				
Description	All local authorities will need to implement the system of Individual Electoral Registration in 2015/16 which requires additional activity to be undertaken to register voters. This will incur additional canvassing staffing costs, postage and printing.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	300	300	-	300

Section 3: Summary of Savings

Line	B1				
Activity	Increased advertising income				
Description	As a result of work on advertising and sponsorship to increase the income to the team through review and reletting of the small and/or large format advertising sites.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(50)	(50)

Line	B3				
Activity	Schools Communications				
Description	Increase traded communications work with schools.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(25)	(25)

Line	B4				
Activity	Print unit				
Description	Reducing the Authority's spend and overheads on print.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.00	(60)	-	(60)	-	(60)

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

Line B6					
Activity Reduction in supplies and services					
Description Vacancy management and reduction in training budget and supplies and services.					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(57)	(57)	-	(57)

Line B7					
Activity Additional New Burdens funding for IER					
Description HM Treasury have confirmed that funding will be provided to local authorities in 2015/16 to cover the additional costs incurred for operating Individual Electoral Registration (IER). This saving offsets an equal pressure under PPC budget.					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(300)	(300)	-	(300)

Line B8					
Activity Charge the HRA for Communications Management Time					
Description Allocation of Head of Communications and Communications Management time to be charged to the Housing Revenue Account Communications budget.					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	-	-	(10)	(10)

Directorate	POLICY PERFORMANCE AND COMMS
Service	PUBLIC HEALTH - DCEX
Planning Entity	PUBLIC HEALTH - DCEX (Service)

Description of core purpose of Planning Entity	The Director of Public Health office, including spend on key health contracts, such as GP Health checks.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	963	(1,098)	(135)		9.76
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	Director of Public Health Office				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9.76	574	1,297	1,871	(2,006)	(135)

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings

Line	F1				
Activity	Reduction in (statutory) health checks budget				
Description	Reduction in (statutory) health checks budget				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(100)	(100)	100	-

Line	F2				
Activity	Reduction in SOHAS budget				
Description	Reduction in Sheffield Occupational Health Service budget				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(15)	(15)	15	-

Line	F3				
Activity	Infection Prevention and Control				
Description	Infection Prevention and Control				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(30)	(30)	30	-

Directorate	POLICY PERFORMANCE AND COMMS
Service	PUBLIC HEALTH - DCEX
Planning Entity	PUBLIC HEALTH - DCEX (Service)

Line F4					
Activity		Employment and disability			
Description		Employment and disability			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(12)	(12)	12	-

Line F5					
Activity		Public Health Staffing costs			
Description		Public Health Staffing costs			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.00	(247)	-	(247)	247	-

Line F6					
Activity		Reduction in overheads			
Description		Reduction in overheads			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(504)	(504)	504	-

Resources

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
Business Information Solutions	2,861	2,496	365
Commercial Services	2,002	1,406	596
Commercial Services Savings	0	1,981	-1,981
Customer Services	6,358	3,533	2,825
Finance	6,785	1,835	4,950
Human Resources	4,677	1,339	3,338
Legal Services	5,667	2,425	3,242
Resources Management & Planning	818	513	305
Transport and Facilities Management	33,825	18,850	14,975
Sub-total	<u>62,993</u>	<u>34,378</u>	<u>28,615</u>
<u>Central Costs</u>			
Central Costs	11,541	9,599	1,942
Finance - Capita	12,387	21	12,366
Housing Benefit	193,975	193,248	727
Human Resources - Capita	2,653	141	2,512
ICT - Capita	10,100	2,127	7,973
Sub-total	<u>230,656</u>	<u>205,136</u>	<u>25,520</u>
	293,649	239,514	54,135

Directorate	RESOURCES
Service	BUSINESS CHANGE & INFO SOLNS
Planning Entity	BUSINESS CHANGE & INFO SOLNS (Service)

Description of core purpose of Planning Entity	The Business Change and Information Solutions Service makes change happen across SCC by supporting the implementation of change across the business. Changes may involve process re-engineering, technology implementation, cultural change and organisational redesign. We provide guidance and support relating to the management of the council's information technology (IT) to ensure that they are exploited effectively; we drive information and knowledge management through the development of a number of strategies, policies and procedures that underpin how information is managed and used across the council; we assure that the service delivered by our ICT Partners meets the agreed SLA performance criteria in terms of day-to-day business, client-driven and planned ICT changes and all elements of charging and billing, driving the improvement of the service delivered by our partner and suppliers.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,861	(2,496)	365	67.90
Total Savings Made			(125)	2.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CORE BUSINESS ICT					
Description	Business Change and Information Solutions performs the lead role for the council for ICT and has accountability for providing the professional leadership on Business Transformation/ Change Management, Technology and Information Management including Information Security.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	67.90	2,970	(109)	2,861	(2,496)	365

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
	0.00	10	-	10	-	10

Section 3: Summary of Savings

Line	B1					
Activity	Staff reductions					
Description	Deletion of 2 vacant Business Partner posts from the core budget.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	2.00	(125)	-	(125)	-	(125)

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	2,002	(1,406)	596	46.08
Total Savings Made			(290)	4.69

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A3				
Activity	COMMERCIAL SERVICES				
Description	To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
46.08	1,881	120	2,002	(1,406)	596

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Assumed 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	20	-	20	-	20

Section 3: Summary of Savings

Line	B1				
Activity	Staff reductions				
Description	Launch of VER/VS scheme and post deletion				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.69	(140)	-	(140)	-	(140)

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

Line	B2				
Activity	Increase in external income				
Description	Increased marketing of Procurement Toolkit				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(100)	(100)

Line	B3				
Activity	Supplies and Services spend				
Description	Reduction in supplies and services spend				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(50)	(50)	-	(50)

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	-	(1,981)	(1,981)	0.00
Total Savings Made			(730)	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	COMMERCIAL SERVICE				
Description	This service is to deliver savings through the tendering of goods and services under contracts which represent best value for the Council				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(1,981)	(1,981)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Up to 14/15 a £200k annual contribution from the insurance fund has been received as income. Due to increases in insurance premiums, the contribution will cease and will not be available from 2015/16 onwards				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	200	200

Section 3: Summary of Savings

Line	B1				
Activity	Procurement savings				
Description	Procurement savings from a number of projects and commercially restructuring existing contracts				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(730)	(730)

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.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	6,358	(3,533)	2,825	161.84
Total Savings Made			(821)	12.50

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CUSTOMER SERVICES					
Description	Customer Services provides the Council's in person, telephone and on-line customer access through First Point offices, call centres, website and social media. We also deliver a number of specialist services and support for internal and external customers including the delivery of the Sheffield Register Office.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	161.84	4,127	2,231	6,358	(3,533)	2,825

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Loss of Funding/Income					
Description	Increasing ongoing ICT costs					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	400	400	-	400

Line	E2					
Activity	Inflation					
Description	Assumed 1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		31	-	31	-	31

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

Section 3: Summary of Savings

Line B1					
Activity: Process improvements					
Description: Reduction in supplies and services spend; Increased income; Channel shift/ voice automation/ process improvements/ document management; Changes to staff utilisation and shift management.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10.00	(207)	(41)	(248)	(23)	(271)

Line B2					
Activity: Savings from Capita Sourcing Strategy					
Description: Savings from Capita Sourcing Strategy					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(400)	(400)	-	(400)

Line B3					
Activity: Phone response times					
Description: Move from 80% of calls being answered in 20 seconds to 85% of all calls being answered in 60 seconds.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.50	(50)	-	(50)	-	(50)

Line B4					
Activity: City Wide Alarms					
Description: The City Wide Care Alarms service was externalised part way through 2014/15. This saving represents the full year effect.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(100)	(100)	-	(100)

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Description of core purpose of Planning Entity	The Finance service provides an effective financial management framework, with financial leadership for the Council through strategic business and financial planning, provision of financial advice and information for service managers and elected members. The Finance service adopts a business partner approach, one of support and challenge, to the Council's service portfolios. It also manages the finance contract with an outsourced provider for finance business transactions, administering housing and council tax benefits and collection of council tax and business rates.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	6,785	(1,835)	4,950		149.28
Total Savings Made			(570)		12.50

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
64.43	2,545	28	2,574	(967)	1,607

Line	A2				
Activity	EXT FUNDING/ CAPITAL				
Description	External funding team undertake a strategic co-ordination and control function with regard to all external funding and develop and ensure compliance with council wide processes for Revenue and Capital external funding				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.00	454	5	459	(28)	431

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
6.00	115	50	164	-	164

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A4				
Activity	FSSG/ STRATEGIC FINANCE				
Description	<p>FSSG are responsible for the provision, configuration, maintenance and development of the Council's financial and associated systems as well as maintaining and developing financial processes and provision of financial and system training.</p> <p>Strategic Finance co-ordinate the strategic financial planning processes i.e. the budget setting and medium term planning processes, co-ordinate the financial reporting processes including the provision of monthly budget monitoring reports and production of the annual statement of accounts, the financial management of the council's balance sheet and fixed and current asset base.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
22.53	935	697	1,632	-	1,632

Line	A5				
Activity	ICAM/ REVS & BENS				
Description	<p>Revenues and Benefits client team are responsible for ensuring the service standards in the Capita contract are achieved, ensuring statutory functions are delivered. Income Collection and Management team are responsible for the centralised debt recovery to collect the Council's sundry debt arrears and developing the protocols and best practice for debt recovery in the council.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
20.97	707	136	843	(195)	648

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
12.35	558	5	563	-	563

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. The team also provides 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 and the management of the Council's banking arrangements, investment and borrowing.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11.00	543	6	549	(644)	(95)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Assumed 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	58	-	58	-	58

Section 3: Summary of Savings

Line	B1				
Activity	Staff reductions				
Description	The staffing reductions will be achieved through VER/VS, vacancy management and control				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.50	(500)	-	(500)	-	(500)

Line	B2				
Activity	Finance Appraisal system				
Description	Cessation of the use of non corporate appraisal system				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(12)	(12)	-	(12)

Line	B3				
Activity	Savings in non staff costs				
Description	These non staff savings will include reductions in external debt collection costs and finance system development costs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(58)	(58)

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

Description of core purpose of Planning Entity	The 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. The service also includes Business Support for the Resources portfolio.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	4,677	(1,339)	3,338	114.90
Total Savings Made			(266)	7.40

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A3					
Activity	HR CORE					
Description	The HR service aims to ensure that the Council attracts, develops, motivates and retains a diverse workforce within a supportive work environment. We provide: Support for organisational change Quality assurance of HR partnership arrangements A framework for workforce development, skills and attainments HR/OD interventions to support manager development Accurate, accessible and timely HR management information Council-wide HR initiatives A sound employment policy framework					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	79.67	3,153	590	3,744	(1,267)	2,477

Line	A5					
Activity	HR OTHER					
Description	The Resources portfolio Business Support Service					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	35.23	925	8	933	(72)	861

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

Description of core purpose of Planning Entity	We provide a high quality legal service to meet the needs of the Council and individual portfolios to ensure the Council carries out all aspects of its functions lawfully.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	5,667	(2,425)	3,242		95.99
Total Savings Made			(132)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	DEMOCRATIC SERVICES				
Description	To manage the democratic process. 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 administering the decision making function within the Council.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9.88	344	51	395	(63)	332

Line	A2				
Activity	LEGAL SERVICES - PEOPLE				
Description	To provide high quality legal advice regarding Governance, Litigation and Community Law (Child and Adult Social Care) 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
38.17	1,519	-	1,519	(1,095)	424

Line	A3				
Activity	LEGAL SERVICES - PLACE				
Description	To provide high quality legal advice regarding Commercial and Property 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
22.88	865	-	865	(860)	4

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

Line	A4				
Activity	LEGAL -BUSINESS SERVICES				
Description	Deliver value for money Statutory and Regulatory Services including the Director and Assistant Directors salaries, Practice Management, trainee solicitor costs and Local Land Charges.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11.15	583	301	883	(404)	479

Line	A5				
Activity	MEMBERS' BUDGETS				
Description	Provide a range of support for elected members. Provide and administer allowances for elected members including special responsibility and basic allowances, travel expenses, training and conference costs and the member development programme.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	1,482	1,482	(3)	1,479

Line	A6				
Activity	MEMBER SERVICES				
Description	High quality administrative, policy and secretarial support to Elected Members and the running of the Lord Mayor's office.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
13.91	443	81	524		524

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
0.00	38	-	38	-	38

Line	E2				
Activity	Inflation				
Description	Pay Award 1% for Members				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	14	14	-	14

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

Section 3: Summary of Savings

Line B1					
Activity Reduction in Members Pensions					
Description Changes in pension regulations has resulted in pension cost reductions for members allowances of £52k in 14/15 with a further reduction of £28k in 15/16					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(80)	(80)	-	(80)

Line B2					
Activity Revised income charge out rates					
Description Increase external income by extending the types of legal services provided and carrying out a review of the internal charge out rates and/or worktypes charged for.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(52)	(52)

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.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	818	(513)	305		13.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	IRM & MANAGEMENT				
Description	Management of the Councils insurance service, insurance funds and provisions, risk management strategy and framework.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.00	452	116	568	(513)	55

Line	A2				
Activity	MANAGEMENT				
Description	Resources directorate executive management.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	165	85	250	-	250

Section 2: Pressures (Form Es) - None Identified

Directorate	RESOURCES
Service	TRANSPORT AND FACILITIES MGT
Planning Entity	TRANSPORT AND FACILITIES MGT (Service)

Description of core purpose of Planning Entity	The Transport and Facilities Management Service provides effective management and provision of SEN home to school and adult/CYP social care transport services. Procurement and hire of vehicles, management of strategic transport contracts. Vehicle maintenance, servicing and MOT testing, support and advice on vehicle specifications, transport legislation and risk management. We provide facilities services for all Council owned property excluding Council Housing Dwellings. 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	33,825	(18,850)	14,975		228.35
Total Savings Made			(975)		2.00

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 Council Housing Dwellings. The services include the administration of the intelligent client model of all the facilities managed external contracts. 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
70.61	2,582	22,426	25,008	(9,917)	15,091

Line	A2				
Activity	CENTRAL TRANSPORT				
Description	The service transports children with special needs to school and respite care, as well as adults to day venues and respite care, together with residents with difficult access to health, leisure and well being.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
115.81	3,285	665	3,950	(5,151)	(1,201)

Line	A3				
Activity	FLEET MANAGEMENT				
Description	Procurement and hire of vehicles and plant for Council departments, Schools and Academies ensuring compliance with all relevant legislation, and management of the Council fleet and Operator Licences.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18.93	842	2,357	3,199	(2,882)	318

Directorate	RESOURCES
Service	TRANSPORT AND FACILITIES MGT
Planning Entity	TRANSPORT AND FACILITIES MGT (Service)

Line	A4				
Activity	WORKPLACE				
Description	Management of the Council's Accommodation Strategy for office provision, conference and meeting room facilities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.00	140	(166)	(26)	(80)	(106)

Line	A5				
Activity	WORKSHOPS				
Description	The service and repair of Council, Kier, Schools and Academy vehicles in line with the Driver and Vehicle Standards Agency requirements and manufacturers' service recommendations. The carrying out of Compliance testing of Taxis on behalf of the Licencing service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
20.00	736	957	1,693	(820)	873

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
0.00	99	-	99	-	99

Line	E2				
Activity	Demand				
Description	Moorfoot Rates liability due to increased occupancy of building.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	400	400	-	400

Line	E5				
Activity	Inflation				
Description	Increased insurance premiums in relation to Transport fleet etc. Of the £39k increase, £32k is in relation to Motor premiums, £7k is for Admin, Payments etc				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	39	39	-	39

Directorate	RESOURCES
Service	TRANSPORT AND FACILITIES MGT
Planning Entity	TRANSPORT AND FACILITIES MGT (Service)

Line	E6				
Activity	Inflation				
Description	Increased insurance premiums in relation to property				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	27	27	-	27

Line	E7				
Activity	Loss of Funding/Income				
Description	Voluntary Registration project - funding agreed from capital for 2013/14 and 2014/15 but project start delayed. Funding still required for next 2 years - total of £420k to be met from New Homes Bonus. Expenditure profiled £210k in 2015/16 and £210k in 2016/17.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	-	-	210	210

Line	E10				
Activity	Loss of Funding/Income				
Description	Public realm achieving change leading to a rationalisation of fleet and equipment.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	-	-	20	20

Section 3: Summary of Savings

Line	B1				
Activity	Accommodation fee charge to Customer Services				
Description	Charge to Customer Services an accommodation fee for HRA staff now located in Howden House. Customer Services will then recharge to HRA.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	-	-	(30)	(30)

Line	B3				
Activity	Inc FM traded income, variations to KAPs contract				
Description	£100k original saving for Transport & Facilities Management, £45k 1% pay award, £27k increased insurance pressure to be met by the following combination of increased income via the traded service and variations to the Kier KAPs contract:				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	(110)	(110)	(62)	(172)

Directorate	RESOURCES
Service	TRANSPORT AND FACILITIES MGT
Planning Entity	TRANSPORT AND FACILITIES MGT (Service)

Line	B4				
Activity	Accommodation recharge to Insurance Fund				
Description	Staff accommodation recharge to Moorfoot for Insurance Fund team relocated from Sovereign House				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	-	-	(50)	(50)

Line	B5				
Activity	Incr.Transport charges for Int. & Ext. customers				
Description	Increased costs will be passported to Children and Young People (11k). Charge out rates for external Transport customers to be increased to cover extra fixed and running costs. Managing Employee Reductions process for staff reductions (32k).				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	-	-	(43)	(43)

Line	B6				
Activity	Workplace Programme				
Description	Moorfoot rates increase to be offset by funding from Workplace Programme benefits arising from reducing the number of buildings occupied by Council staff.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(400)	(400)	-	(400)

Line	B7				
Activity	Transport staff savings				
Description	Managing Employee Reductions launch (2 staff) to cover balance of pay award, increased insurance premiums and other elements not funded corporately or recovered from Children and Young Peoples Service Level Agreement.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
2.00	(50)	-	(50)	-	(50)

Line	B10				
Activity	Reduction in borrowing costs				
Description	The estimated £20k loss of income from Public Realm will be met by savings on machinery returns so reducing prudential borrowing costs and maintenance costs of the machines.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(20)	(20)	-	(20)

Line	B12				
Activity	Voluntary Land Registration Project				
Description	Continuation of project for an additional 2 years to be funded from New Homes Bonus, £420k in total. Expenditure is profiled £210k in 2015/16 and £210k in 2016/17				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(210)	(210)	-	(210)

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.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	11,541	(9,599)	1,942		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A2				
Activity	CENTRAL COSTS				
Description	Council wide costs of which the largest element (£7m) relates to Former Employee pension costs.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	7,600	3,941	11,541	(9,599)	1,942

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>
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	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
0.00		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 Invest-to-Save Capita budget
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	193,975	(193,248)	727		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CENTRAL COSTS					
Description	Council wide costs relating mainly to Housing Benefit payments					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00		193,975	193,975	(193,248)	727

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.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,653	(141)	2,512	0.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CAPITA CONTRACT 1				
Description	HR transactions and payroll recruitment processing, contract changes, starter and leaver processes, management information and payroll.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		2,653	2,653	(141)	2,512

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.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	10,100	(2,127)	7,973		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CAPITA CONTRACT 1				
Description	Strategic and Operational ICT including network and hosting services, application management, service management, project management, strategic lead and service assurance.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		10,100	10,100	(2,127)	7,973

Section 2: Pressures (Form Es) - None Identified

<u>Summary Revenue Budget</u>		
Original Budget 2014/15		Original Budget 2015/16
£000		£000
	Portfolio budgets:	
70,624	Children Young People and Families	65,980
156,726	Communities	156,215
130,983	Place	126,520
2,358	Policy Performance and Communications	2,292
55,541	Resources	54,135
416,232		405,142
	Corporate Budgets:	
	Specific Grants	
-1,968	Council Tax Freeze Grant for 2014/15	0
-12,399	NHS Funding	-12,399
-71,116	PFI Grant	-73,442
-6,397	New Homes Bonus (LGF)	-7,738
-1,079	Business Rates Transitional Grant	-1,916
0	Small Business Rates Relief	-2,500
0	Empty New Build Relief (ENBR)	-100
0	Retail Relief (RR)	-500
0	Local Support Services Grant	-53
0	Independent Living Fund	-2,216
	Corporate Items	
11,200	Redundancy Provision	8,200
9,750	Pension Costs	-17,289
500	Council Tax Hardship Fund	600
-250	Improved debt collection	0
5,036	New Homes Bonus (LGF)	6,391
0	Public Health Savings / re-investments*	-2,000
3,716	Contingency - Adults Social Care Pressures	3,000
24,747	Schools and Howden PFI	24,913
-1,300	Enhancements	0
400	Infrastructure Investment in NRQ / St Pauls Place	1,400
82	Payment to Parish Councils	34
0	ICT Refresh	300
0	CAPITA Contract Savings	-1,783
2,874	Other	2,727
37,282	Capital Financing costs	37,184
28,117	MSF capital financing costs	28,073
5,821	Contribution to Reserves	26,944
451,248	Total Expenditure	422,972
	Financing of Net Expenditure	
-157,460	Revenue Support Grant	-114,749
-100,898	NNDR/Business Rates Income	-105,661
-28,342	Business Rates Top Up Grant	-28,883
-164,377	Council Tax income	-170,379
-171	Collection Fund surplus	-3,300
-451,248	Total Financing	-422,972

Public Health savings / re-investments * - savings of £2.5m have been targeted from existing public health activities in order to avoid disinvestment in other Council services which promote health and wellbeing outcomes. Of the £2.5m, £0.5m is already included in the portfolio savings proposals figure.

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 2015/16 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 2015-20 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 2013/14 <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 30 of £212m as at 31 March 2014. 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, £131m of the "usable reserves" are irrelevant, namely:
 - Schools reserves of £16m
 - Housing revenue account reserves of £14m
 - Capital reserves of £101m, 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 £81m 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 £81m as at 31 March 2014; all but £11m is set aside as earmarked reserves for future liabilities.

7. The table below shows that next year earmarked reserves levels are planned to increase by £27m. 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, the final outstanding amounts being repaid to the invest-to-save Reserve and the planned repayment of funds borrowed from the PFI and MSF reserves in 2014/15 to cover the early pension deficit payment made to South Yorkshire Pension Authority.
8. So to summarise, earmarked reserves are expected to decrease by £7m in 2014/15 (from £70m to £63m), then to increase by £27m in 2015/16 (from £63m to £90m). This means that a larger balance is then available for consideration as part of setting the 2016/17 budget.
9. Although the balance on reserves as at 31 March 2016 of £101m seems significant it is worth noting that this is well below the national average as a proportion of net revenue expenditure for Single Tier and County Councils. The National Audit Office Report 2014 'The impact of funding reductions on local authorities' highlighted that:

"There has been a marked increase in levels of both types of reserve. For single tier and county councils most growth has been in earmarked reserves. These have increased from 19% to 27% of net revenue expenditure in real terms. Unallocated reserves have remained stable at 6% of net revenue expenditure."
10. This report shows that on average Single Tier and County Councils have set aside 33% of their net revenue expenditure budget in reserves. The comparable figure for Sheffield City Council in 2015/16 is only 25.5%.

**Summary Estimate of Non-Earmarked & Earmarked Reserves at 31
March 2015 & 31 March 2016**

Description	Balance at 31/03/15 £000	<i>Movement in 2015/16</i> £000	Balance at 31/03/16 £000
Non-earmarked Reserves			
General Fund Reserve	10,616	200	10,816
	10,616	200	10,816
Earmarked Reserves			
Invest to Save Reserve:			
Projects	2,899	(2,899)	0
Capita Contract	(4,047)	4,047	0
Customer First	(10,229)	10,229	0
Investment Fund	3,959	(3,959)	0
Total Invest to Save Reserve:	(7,418)	7,418	0
PFI Reserve	4,213	12,388	16,601
Highways PFI Reserve	3,574	7,110	10,684
Total PFI Reserve	7,787	19,498	27,285
Major Sporting Facilities	13,564	839	14,403
New Homes Bonus	4,430	918	5,348
Insurance Fund Reserve	9,394	(3,000)	6,394
Other earmarked	35,799	1,071	36,870
Total Earmarked Reserves	63,555	26,744	90,299
Total Revenue Reserves	74,171	26,944	101,115

* 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

11. 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.
12. Non-earmarked General Fund Reserves (the “working balance”) are estimated to be £10.6m at 31 March 2015, representing only 2.5% of the 2015/16 budget (at the maximum net budget requirement of £423m). If this £10.6m 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.
13. 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...”
14. Sheffield’s level of general fund reserves at 2.5% of the 2015/16 net revenue budget is well below these benchmarks. It is also low in comparison to most other major cities. The table below shows that Sheffield has the lowest level of General Fund reserves as a percentage of their 2014/15 net revenue budgets when compared to similar councils.

	Estimated Reserves 31 March 2014	% of Net Revenue Budget (2014/15)
Liverpool	£24.8million	5.2%
Leeds	£27.2million	4.8%
Manchester	£24.1million	4.6%
Newcastle	£10.1million	3.8%
Nottingham	£9.8million	3.5%
Bristol	£9.9million	2.7%
Birmingham	£25.2million	2.6%
Sheffield	£10.6million	2.4%

EARMARKED RESERVES

15. 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.

16. A list of earmarked reserves, their purpose and proposed use are set out below.

Invest to Save Projects (Balanced)

17. 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.

18. This reserve is budgeted to balance during 2015/16. It had received up-front investment for various Transformation projects (e.g. procurement savings and changes in finance including replacement of the council's finance system). However, the current surplus of £2.9m will be used to ensure that the overall deficit on the total Invest-to-Save reserve is fully repaid in 2015/16.

19. 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
- to deliver annual contributions to support the revenue budget, which is currently £3.5m.

Capita Contract (Balanced)

20. The Capita contract included a significant additional investment in the early years, principally to update the Council's ICT infrastructure. This investment is fully repaid in 2015/16 and hence the balanced position as at 31 March 2016 in the table above.

Customer First (Balanced)

21. This is the funding from reserves for the Customer First programme. This reserve is fully repaid as part of the overall repayment of the invest-to-save reserve in 2015/16.

Investment Fund (Balanced)

22. This reserve reflects an annual contribution of £1.5m from the revenue budget to support invest-to-save projects and has contributed to the planned delivery of a balanced reserves in 2015/16 but ceases from 2016/17 onwards.

Private Finance Initiative (PFI) Reserve (£27.3m)

23. 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.

24. However, as explained above these reserves have been used temporarily to cash flow invest-to-save investments but more recently to cover the early payment of the pension deficit. All of these investments

will be fully repaid in 2015/16. The PFI reserve balance starts to reduce from 2017/18.

Major Sporting Facilities (MSF) (£14.4m)

25. This reserve has been available on a temporary basis and has been used to fund invest-to-save and part of the early pension deficit payment, both of which are planned to fully repay in 2015/16. The remaining funds are required for the future costs of the Major Sporting Facilities debt (re: Ponds Forge, Hillsborough Leisure Centre, etc.). It was agreed at Cabinet in June 2013 to reschedule the leasing arrangements with Sheffield City Trust, as a result of which this reserve has been re-profiled, thus releasing up to £7m of savings to the revenue budget over the next three years.

New Homes Bonus (£5.3m)

26. The Government is paying all Councils “New Homes Bonus” to incentivise them to bring empty properties back into use or encourage new housing to be built. The Council intends to use the payments to promote housing development but also fund economic growth projects. This reserve sets aside the payments until required for agreed projects.

Insurance Fund (£6.4m)

27. This reserve was created in 2013/14 following the audit of the 2012/13 accounts. The External Auditor recommended that the difference between the Council’s best estimate of actual losses and the maximum potential liability (around £6.4m) should be classified as an earmarked reserve.

Other Earmarked Reserves (£32.4m)

28. 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.

29. 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

30. The Section 151 officer has carried out an assessment of the adequacy of the level of reserves held by the Authority in light of the principal risks it faces. While the maximum total financial impact of these risks far exceeds the reserve held, the overall likelihood of all these risks being incurred in any one year is low and therefore, it is not deemed prudent nor offers best value to hold sufficient reserves to cover all eventualities.

Appendix 5 details the risks and the level of their potential impact.

31. The current level of non-earmarked general reserves held is only £10.6m. 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 £21.3m, having allowed for the aforementioned temporary funding for invest-to-save and the early pension deficit payment. The current repayment profile for these commitments replenishes the reserves in time for the required use on the PFI projects and future MSF liabilities.

32. Given the severely restricted funding outlook for the foreseeable future and the level of risk in the 2015/16 budget, the level of reserves is low but not inadequate. The Section 151 Officer therefore recommends that general reserves:

- be maintained as a minimum at the current levels for 2015/16;
- only be used in year to fund the risks identified above, should the 2015/16 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 2015/16. A more detailed schedule of these risks will be monitored by the Executive Management Team to ensure that the risks are mitigated.

Corporate Risks

2015/16 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 2015/16 are achieved, especially given the cumulative impact of £300m of savings over the last five years (2011-16), and furthermore the backdrop of continuing reductions in Government grant from 2016/17 onwards.
2. Whilst preparing the budget, officers have identified numerous pressures which, if left unchecked, could lead to significant overspends in 2015/16 and beyond. The following pressures have been highlighted because they present the highest degree of uncertainty.

Capital financing costs

3. Corporate savings of £3.4m from capital financing costs have been offered up to balance the 2015/16 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 the 2015/16 revenue budget.

Business Rates

4. Following the advent of the Government's Business Rates Retention Scheme in April 2013, a substantial proportion of risk has been transferred to local government, particularly in relation to appeals, charitable relief, tax avoidance, hardship relief and negative growth. The issue of appeals dating as far back as the 2005 rating list is the greatest risk causing concern across all authorities. As at the end of December 2014, there were properties with a rateable value of £159m under appeal in Sheffield, with an allowance for £3.8m 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 2015/16 budget process.

Implementation of savings proposals

5. The risk of delivering savings in 2015/16 in specific areas such as adult social care and waste management is considerable, given that the Communities and Place portfolios are forecasting overspends of around £2.7m and £1.6m respectively in 2014/15 (as at Month 8). To mitigate this, officers are working on the safe and legal implementation of budget proposals by:
- Ensuring that there is a thorough understanding of the impact of proposals on different groups and communities, including undertaking Equality Impact Assessments for budget proposals and discussed with Cabinet Members
 - Carrying out appropriate, meaningful consultation activity with affected communities and stakeholders, and ensuring that where the proposal affects a supplier or provider, that they undertake appropriate consultation and equalities work with service users.
 - Discussing budget proposals with affected members of staff in advance of them being made public, and putting in place MER processes where required, in consultation with HR.

One-off funding

6. There is a significant risk about the high level of one-off funding and reserves to balance the budget, particularly with regard to the Better Care Fund. At £9.3m, this is the highest level of one-off funding that the Council has had to use in recent years. However, officers will continue to work with colleagues at the CCG to find more sustainable ways to generate the required level of savings or income, by the end of this financial year and throughout next year so that real savings are identified to replace the one-off use of resources.

Medium Term Financial Position

7. The savings target for 2016/17, as indicated in the MTFS in October 2014, is £14.3m, and will increase (by £9.3m) to £23.6m if the Council is unable to find more sustainable options to replace the one-off use of BCF reserves. This savings target is predicated on the assumption that RSG is only cut by a further 10% per annum from 2016/17. A number of think tanks have come to the conclusion that it is likely that local authorities can expect to see further reductions in RSG in the order of 20% per annum.

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 and a focus on delivering economic growth to increase our income and on delivering outcomes jointly with other public sector bodies and partners.

Pension Fund

9. 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.

Economic Climate

10. There is potential for current adverse economic conditions to result in increased costs (e.g. increased homelessness cases) or reduced revenues.
11. The Council seeks to maintain adequate financial reserves to mitigate the impact of unforeseen circumstances.

External Funding

12. The Council utilises many different grant regimes, for example central government and EU. Delivering projects that are grant funded involves an element of risk of grant claw back where agreed terms and conditions are not stringently adhered to and evidenced by portfolios. In order to minimise risk strong project management skills and sound financial controls are required by Project Managers along with adherence to the Leader's Scheme of Delegation to approve external funding bids.
13. As SCC funding reduces, portfolios are increasingly seeking out new sources of external funding, both capital and revenue. EU funding contracts have more complex conditions, require greater evidence to substantiate expenditure claims and are less flexible on timescales and output delivery targets. This increases the inherent risk in projects which are EU funded. Furthermore as the Council reduces its staff resources a combination of fewer staff and less experienced staff increases the risk of non-compliance with the funding contract conditions and exposes the authority to potential financial claw back.
14. Moreover, the pressure on the General Fund means that Service Managers are forced to seek more external funding such that the general

level of risk associated with grants is increasing because of the additional workload this creates amongst reduced and potentially inexperienced staff.

Treasury Management

15. The Council has been proactively managing counter-party risk since the credit-crunch of 2008. Counterparty risk arises where we have cash exposure to bank and financial institutions who may default on their obligations to repay to us sums invested. Counterparty risk has somewhat diminished over the last financial year as banks have been obliged to improve their capital funding positions to mitigate against future financial shocks. The Council is continuing to mitigate counterparty risk through a prudent investment strategy, placing the majority of surplus cash in AAA highly liquid and diversified funds.
16. We will be developing the Treasury Management and Investment Strategies, as part of the 2015/16 budget process, and this will include 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.
17. The Council is also actively managing its longer term need for cash. Cash flow requirements show that the Council will require new borrowing in the coming years to finance capital investment. With interest-rates expected to rise from their current historic lows the Council is remaining vigilant to interest-rate risk, and will draw down loans in a timely manner to mitigate against borrowing costs rising above our target rates.
18. The Co-op Bank is withdrawing from the Local Authority banking market and our relationship will end in March 2015, except for a specific contract to take payments over counters at Post Offices and Pay Point outlets. Barclays Bank has been selected to provide the Council's with its core banking requirements and the transfer process is well advanced. This process will give a reasonable period in which to wind down Co-op banking transactions in the run up to the end of the contract.

Welfare Reforms

19. In April 2013, the government began to introduce changes to the Welfare system, which have had and will continue to have a profound effect on Sheffield residents including council taxpayers and council house

tenants. The cumulative impact of these changes is significant. They include:

- **The Abolition of Council Tax Benefit:** replaced with a local scheme of local Council Tax Support from April 2013. The Council approved the replacement scheme, based on the reduced funding available from Government, and set up a hardship fund in January 2013, but there are risks to council tax collection levels and pressures on the hardship fund which are being closely monitored.
- **Housing Benefit changes:** 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. The government is providing financial assistance to support affected claimants through the funding of Discretionary Housing Payments which are administered by the council, however, this funding does not meet the shortfall in housing benefit created by the bedroom tax and the level of and commitment to ongoing funding is uncertain.
- **Introduction of Universal Credit:** originally scheduled from October 2013 but now delayed and awaiting further updates from the DWP. Along with the impact of reducing amounts to individuals and the financial issues that it might cause, the one of the biggest potential impacts of this change is the impact on the HRA and the collection of rent. Support towards housing costs is currently paid through housing benefit direct to the HRA; in future this will be paid through UC direct to individuals. This will potentially increase the cost of collection and rent arrears. There will also be an impact on the current contract with Capita and internal client teams.

Children, Young People and Families Risks

Education Funding

20. In 2013/14 it is anticipated that 25 of the Council's maintained schools will become independent academies (24 primary / 1 secondary). To date 5 primary schools and 4 secondary schools have converted in 2014/15. Academies are entitled to receive a proportion of the Council's DSG which schools forum have decided can be de-delegated back to CYPF to fund central services. Academies can on conversion choose whether to buy into those services thus creating a potential funding gap. Based on projected academy conversions it is estimated that:

- up to £5m has now been deducted from the Council's DCLG funding, under the new Education Services Grant (ESG), and given to academies. Currently around £3.5m is still at risk if all schools choose to convert with the council retaining only £1.1m for retained duties only.
 - Up to £500k could be at risk to centrally funded services should Academies choose not to buy back those services funded from de-delegated DSG from the local authority.
21. 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 £500k based on current projected academy conversions during 2014/15.

Communities Risks

NHS Funding Issues 2015/16

22. The Better Care Fund becomes fully operational from 1 April 2015, bringing together health and social care expenditure across Sheffield. This programme aims to shift pressures and resources from the hospital to community settings over the medium to longer term. This is supported by a couple of joint initiatives that will help keep people well within the community, first of all the additional £1.0m funding made available through the Transformation Challenge Award and the joint tender for the Independent Living Solutions contract coming into effect from July 2015, which will pool around £2.5m of equipment budgets.
23. In 2014/15 monitoring of the £268m shadow budget has taken place to determine the amounts expended both within the Sheffield Clinical Commissioning Group (CCG) and the Council. Out of this funding, some £117m has been included relating to Sheffield City Council budgets, primarily purchasing budgets. The 2015/16 baseline for the Council is £113.8m, after pressures and savings. This is offset by CCG funding of £12.4m. NHS funding to support social care increased from £9.7m in 2013/14 to £12.4m in 2014/15. Of the £2.7m increase, £2m was allocated directly to Communities whilst the remaining £0.7m was held as part of the corporate social care contingency budget. It is now proposed to release the £0.7m held as a contingency to support the Council's part of the Better Care Fund.
24. As part of the overall requirement to balance the Council's budget for 2015/16, we assumed that £10m would be made available through a

combination of additional BCF savings and/or funding transfers from the NHS, to be used to reduce the Council's overall budget gap. There is however a significant risk in relation to this and discussions with CCG are ongoing. It is assumed at this stage that the Council will secure £5m of funding from the NHS. A key recommendation of the EMT Report was to match this assumed £5m contribution from the NHS with £5m of one-off funding principally from the Council's reserves. This would, on a one off basis, mean that Adult Social care is held at cash standstill in 2015-16 after savings and pressures have been taking into account.

25. A 2-year plan is required, however, to ensure that these one-off funds can be replaced by more sustainable proposals from the Better Care Fund or Health: this £10m is not sustainable within the SCC budget. The £10m would therefore be shifted to 2016-17, although clearly there will have to be a re-assessment of options once the 2016-17 funding cuts from Government are known.

Place

2015/16 Revenue Budget savings

26. The Portfolio intends to achieve its target savings in 2015/16 and 2016/17 by reducing the cost of the Streets Ahead Programme and waste management contracts as well as seeking savings in the South Yorkshire Passenger Transport Levy. The portfolio faces a significant challenge in re-negotiating the contract payments which if not achieved will require compensating savings in other services.

Resources Risks

Electric Works

27. 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. By the close of 2014/15 this contingency will have been fully utilised as the occupancy of units within Electric Works has been slower (lower) than that assumed within the business case, such that the call on the contingency has been greater (earlier) than planned. From 2015/16 onwards, responsibility for Electric Works is being transferred to the Place portfolio. The risk of covering any potential deficit for 2015/16 has been addressed as part of Place's business planning process.

28. 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)

29. 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

30. Failure to meet significant year on year capital receipts targets due to reduced land values reflecting the depressed market and the impact of the Affordable Housing policy. This could result in over-programming / delay / cancellation of capital schemes.

Housing Regeneration

31. There is a risk to delivering the full scope of major schemes such as Parkhill because of the severe downturn in the housing market. This could result in schemes 'stalling', leading to increased costs of holding the sites involved.

Bus Rapid Transit (BRT) North

32. The project is significantly over budget and a year behind schedule due to the discovery of asbestos on land which was previously thought to have been decontaminated, and, an unchartered sewer which has had to be relocated. The result could be that there is less qualifying spend than planned by the ERDF deadline. ERDF payments are based on an agreed percentage of costs at a specific time. This could create a gap of some £6– 8m in the project funding. In conjunction with South Yorkshire Passenger Transport Executive, the authority is seeking additional funding and recovering costs from the utility company.

Treasury Management Strategy Statement Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2015/16

Introduction

Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned for, with cash being available when it is needed. Surplus cash is invested in low risk counterparties and instruments in alignment with the Council's risk appetite. The security and liquidity of our investments are primary concerns before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital programme. These capital plans provide a guide to the borrowing needs of the Council, informing the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any loans or credit liabilities previously drawn may be restructured to meet Council risk or cost objectives.

CIPFA defines treasury management as:

"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

Reporting Requirements

The Council is required to receive and approve a number of reports each year, incorporating a variety of policies, estimates and actuals.

These reports include the:

Prudential and treasury indicators and treasury strategy (this report) – This report covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);

- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

Annual treasury report – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Cabinet Member for Finance.

Treasury Management Strategy for 2015/16

The strategy for 2015/16 covers two main areas:

Capital issues

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training.

During the course of the year the Cabinet Member for Finance has 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. The Council has also committed to commissioning training from the Association of Corporate Treasurers for one of its senior Treasury officers.

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.

The Capital Prudential Indicators: 2015/16 – 2017/18

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

Capital expenditure

This prudential indicator is a summary of the Council's capital expenditure plans.

The following table shows capital expenditure forecasts:

	2013.14	2014.15	2015.16	2016.17	2017.18
	Actuals	Estimate	Estimate	Estimate	Estimate
Capital Expenditure	£'000	£'000	£'000	£'000	£'000
Resources	£7,938	£5,969	£4,569	£0	0
CYP	£27,742	£31,745	£30,980	£18,933	168
Communities	£1,173	£1,893	£0	£0	0
Place	£20,207	£49,791	£72,288	£6,501	164.5
Housing	£41,022	£40,740	£92,165	£103,567	89041
Highways General	£11,221	£29,338	£4,706	£468	194.5
Highways Capital Contribution	£7,218	£32,883	£27,946	£26,803	£38,350
Total	£116,521	£192,360	£232,653	£156,271	£127,918

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:

	2013.14	2014.15	2015.16	2016.17	2017.18
	Actuals	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Assets acquired through PFI					
Highways	£55,552	£39,528	£47,206	£47,059	£11,113
Schools	£567	£0	£0	£0	£0
Total	£56,119	£39,528	£47,206	£47,059	£11,113

The above tables show that Council will invest significantly in the city in coming years. The large amounts of money to be invested in highways through PFI arrangements and more traditional financing represents the Council's prioritisation of the city-wide Streets Ahead programme that will transform the city's road and pathway network.

The table below summarises our capital expenditure plans, and shows how these plans are being financed by capital or revenue resources. Any capital expenditure not funded by grants, receipts, or revenue contributions, results in a need for borrowing.

	2013.14	2014.15	2015.16	2016.17	2017.18
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Capital expenditure:					
General Fund	£75,499	£151,619	£140,488	£52,705	£38,877
HRA	£41,022	£40,740	£92,165	£103,567	£89,041
Total	£116,521	£192,360	£232,653	£156,271	£127,918
Financed by:					
Capital Receipts	£7,290	£13,183	£24,433	£10,128	£7,783
Capital Grants & Contributions	£40,455	£80,121	£60,929	£30,013	£2,635
Revenue Contributions	£31,002	£27,903	£74,260	£89,204	£67,618
Net borrowing need for the year	£37,774	£71,153	£73,030	£26,927	£49,882
Fund Split:					
General Fund	£37,593	£68,243	£71,197	£26,927	£38,368
HRA	£181	£2,910	£1,833	£0	£11,514
Total	£37,774	£71,153	£73,030	£26,927	£49,882

Continued investment in the city is essential to ensure Sheffield remains an attractive place to live and do business. Investment does not simply mean development of our built environment, but also investment in our services to ensure we go about our business in an efficient and cost effective manner.

Judicious use of borrowing to support that investment remains a prudent financing option when borrowing costs remain low, and will be supported by the increased income generation we can expect to flow from our investments by way of increases in rates and savings generated by efficiencies generated in the way we conduct our business.

The majority of the Council's borrowing need over this period relates to the capital contributions to the Highways Streets Ahead project. This project is essential to enable the Council to maintain its road and pathway network in a cost effective manner, moving away from comparatively expensive and inefficient remedial repair work.

Using historically cheap borrowing for the Streets Ahead project has further enabled the Council to make significant savings on what we would have otherwise paid to a contractor under a PFI contract.

The Council also plans to use borrowing to support the development of the New Retail Quarter. This is a flagship scheme aimed at kick-starting the regeneration of the city centre.

Using borrowing to fund this scheme will allow us to press ahead with essential redevelopment at a time when the costs of borrowing are near all-time lows. The

costs of this borrowing will, in time, be offset by increased income generated from business rates.

The significant use of revenue to fund capital expenditure relates to the use of rental income raised in the HRA to fund capital works on the Council's housing stock.

The Council's need for borrowing (the Capital Finance Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying need for borrowing that has been built up over time and will be repaid in accordance with statutory rules.

Any capital expenditure which has not immediately been paid for from grants, receipts, or contributions, during the year will increase the CFR.

Most of the increase in CFR relates to General Fund expenditure. The HRA finances the significant amount of its capital expenditure through the income it raises from housing rents. Financing expenditure in this way means the HRA has less need for credit.

The CFR does not increase indefinitely. Statute requires the Council to charge an amount each year to the budget known as the minimum revenue provision (MRP). This charge mimics depreciation, reduces the CFR, and ensures the Council has enough cash to repay its debts.

The CFR also includes other long term liabilities such as PFI arrangements. Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of arrangements include a borrowing facility which means the Council is not required to separately borrow for these schemes. The Council currently has £363m of such arrangements within the CFR.

The following table shows CFR projections:

	2013.14	2014.15	2015.16	2016.17	2017.18
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Capital Financing Requirement					
CFR General Fund	£819,406	£893,329	£976,523	£1,014,008	£1,032,247
CFR HRA	£346,336	£349,218	£351,023	£350,996	£362,483
Total CFR	£1,165,741	£1,242,547	£1,327,546	£1,365,004	£1,394,730
Movement in CFR	£69,015	£76,806	£84,999	£37,457	£29,726
Movement in CFR represented by:					
Expenditure not funded by grants, receipts, or contributions	£41,019	£67,524	£73,435	£29,114	£53,110
Additional PFI liabilities	£56,119	£39,528	£47,206	£47,059	£11,113
- MRP/VMRP and other movements	-£28,122	-£30,246	-£35,641	-£38,716	-£34,496
Movement in CFR	£69,015	£76,806	£84,999	£37,457	£29,726
Movement by Fund:					
General Fund	£68,266	£73,923	£83,194	£37,485	£18,239
HRA	£749	£2,882	£1,805	-£27	£11,487
Total Movement	£69,015	£76,806	£84,999	£37,457	£29,726

The table above shows that although the Council is taking on additional borrowing and PFI liabilities to create assets through capital expenditure, it is also charging prudent amounts of MRP to the budget to ensure it has enough cash to pay down its debts.

The costs of this debt will be funded through the revenue flows generated from the investment it enabled. These flows will arise from increased rates as new businesses set up in the city, and from cost reductions generated from investment that allows us to conduct our business in a more cost effective and efficient manner.

Minimum Revenue Provision (MRP) policy statement

Each year statute requires the Council to charge an amount to its General Fund revenue budget to raise cash to reduce the General Fund element of its CFR. This cash then ensures that the Council can pay down its debts.

The statute requires a minimum amount to be charged, but also allows the Council to charge more if it feels it prudent to do so. This is known as a Voluntary Minimum Revenue Provision (VMRP).

Regulations have been issued by the Department for Communities and Local Government that require the full Council to approve an MRP statement in advance each year. This statement sets out how the Council determines how the MRP will be

calculated. Guidance affords a variety of options to Councils, so long as the calculation results in a prudent provision.

The Council is recommended to approve the following MRP statement:

For capital expenditure incurred before 1st April 2008, or which in the future will be Supported Capital Expenditure (expenditure which receives income support from government), MRP will be charged on a flat line basis over fifty years. This will ensure that all debt associated with Supported Capital Expenditure is fully provided for up to the Adjustment A level that is required of us by government within fifty years.

This approach better aligns the charges we make to the General Fund with the funding we receive from government and, importantly, accelerates the rate at which the Council will provide for this debt over the Council's previous policy of using the 'regulatory method'. This approach does, therefore, represent a more prudent way of ensuring the Council can pay down debt in good time.

The Council will review the efficacy of this approach with its auditors and other stakeholders during financial year 2015/16, and will apply voluntary minimum revenue provisions to realign overall charges to the 'regulatory method' where it is considered prudent to do so.

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.

Where it is considered prudent to do so, the Council will adopt an annuity profile for MRP charges under the asset life methodology. Adoption of this approach will be considered on a scheme-by-scheme basis, and will only be used where adoption will result in costs being better aligned to the benefit flows that will accrue from the investment.

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made. The HRA may opt to make voluntary revenue provisions where it is prudent to do so.

Where appropriate, the Council will defer the MRP related to specific projects until the asset(s) for the project become(s) operational. This is known as an MRP holiday and will allow the Council to align borrowing repayments to the economic benefit generated from those assets.

The Council will also withhold MRP payments related to the acquisition of assets purchased under compulsory purchase orders (CPO) where there is a commitment to pass these assets and their costs onto a development vehicle.

Where capital loans are provided by the Council under section 25 of the The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, the Council will, where it is prudent to do so, align MRP profiles to loan repayments. This will ensure the Council does not unnecessarily charge amounts to its revenue budget.

The Council can at times receive capitalisation directives from the Secretary of State. Where this is the case, the Council's policy will be to provide for MRP as the capitalisation is defrayed, rather than on initial recognition. The 'asset-life' approach will be taken to providing for MRP on capitalisations, but where there is no discernible asset-life the Council will opt for a 20 year life.

Repayments included in annual PFI or finance leases are applied as MRP.

Core Funds and Expected Investment Balances

The application of resources (capital receipts, grants, revenue reserves) to finance capital expenditure will have an associated impact on investment balances, unless resources are supplemented each year from new sources such as asset sales or the receipt of other grants. This is simply because as receipts, reserves, and grants are spent, there is less cash available to place on deposit.

Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

	2013.14	2014.15	2015.16	2016.17	2017.18
	Actual	Current	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Year End Resources:					
Cash backed reserves*	£212,450	£160,817	£167,067	£150,745	£140,224
Capital Receipts	£34,452	£21,000	£10,000	£10,000	£10,000
Provisions	£48,378	£48,229	£43,229	£38,229	£36,229
Total Core Funds	£295,280	£230,046	£220,296	£198,974	£186,453
Working Capital	-£60,341	£40,743	-£26,511	-£40,111	-£40,911
(Under)/over Borrowing	-£142,137	-£179,041	-£155,952	-£125,283	-£117,209
Expected Investments	£92,802	£91,748	£37,833	£33,580	£28,333

**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 2013/14. 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 relatively high risk in placing cash on deposit with financial institutions.

As an example, during 2014/15 the Council used surplus cash balances (that is, cash we don't need right now) to prepay its pension deficit contributions due to the South Yorkshire Pensions Authority. In return for paying early, the Pensions Authority awarded the Council a significant discount. In total, this transaction is expected to save the Council around £2.6m which can be used to support under-pressure services.

The table also highlights that our cash balances are likely to fall due to the reduction in our reserves. With ongoing pressure on our budget, the Council plans to use reserves to support service provision. As these reserves are spent our cash balances will fall.

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. Surplus cash arises from timing differences between when the money comes into the Council and when we expect to spend it. Surplus cash rarely means that this is resource available to invest in services, as more often than not it has already been earmarked to support future expenditure.

Operating an under-borrowed position using this surplus cash 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.

However, this approach involves a different form of risk around interest rates. Should the Council's plans change in the future it may need additional cash that is no longer available to support the under-borrowed position. If this occurred the Council would be required to go to the markets to raise cash through loans. The risk is, therefore, that should we need to raise loans they will be more expensive than they are now.

To mitigate this risk, and reduce the under-borrowed position from the 2014/15 highs, the Council intends to take new loans in 2015/16 whilst rates remain historically low. These loans will bring cash into the Council to offset the outflows principally associated with our investments in the NRQ and Streets Ahead schemes.

Treasury officers will continue to monitor the financial markets to ensure our cash management plans are properly aligned to the Council’s investment decisions and the ongoing risks in the wider economy.

The Council’s expected investment balances are likely to fluctuate considerably during the year due to the irregular nature of cash flows, in particular grant income received from government.

Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators. Prudential indicators are also required to assess the affordability of the capital investment plans. These indicators highlight the impact of the capital investment plans on the Council’s overall finances.

The Council is asked to approve the following indicators:

Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital (principally borrowing and PFI arrangements) against the net revenue stream. The net revenue stream consists of the money we have available from grant, Council Tax, and other sources that is without restriction and can be spent as the Council sees fit.

The indicator below highlights a rise in the amount of the General Fund net revenue stream that is being spent on financing costs:

	2013.14	2014.15	2015.16	2016.17	2017.18
Ratio of financing costs to	Actual	Estimate	Estimate	Estimate	Estimate
net revenue stream:	£'000	£'000	£'000	£'000	£'000
Non-HRA	14%	16%	18%	20%	19%
HRA	10%	10%	9%	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 and the New Retail Quarter.

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 Council also plans to invest significantly in the city centre to kick-start the regeneration of the area known as the New Retail Quarter. This investment will not only help to deliver a revived retail area to enable the city centre to compete with out-of-town alternatives and regional competition, but will also attract rate paying businesses to the city.

The increased rates this investment will generate will help to service the costs associated with the investment.

The HRA's static ratio reflects that costs are currently largely being funded through housing rents, restricting the need for additional borrowing. Although the HRA has a significant investment programme from 2016 onwards it is anticipated that the initial costs of servicing any borrowing required will be largely offset from the expected increase in its housing rents income base.

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 managing the significant cuts imposed upon it without recourse to large Council Tax rises.

The indicator does, however, show what the cost to an average Band A 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:

	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Council Tax Band A	£2.95	£20.59	£38.33	£50.61	£57.24

The average impact upon a Band D council tax bill would be:

	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Council Tax Band D	£4.42	£30.89	£57.50	£75.92	£85.86

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	2017.18
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Weekly housing rents	£0.00	£0.03	£0.06	£0.07	£0.16

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.

However, the HRA does have a significant housing stock investment programme from 2016 onwards that will be supported by borrowing. This is reflected by the increase in the incremental impact on rents from 2016/17.

It should be further noted that the government largely controls housing rent levels through a prescribed formula. Accordingly, any increase in financing costs would primarily need to be offset by cost reductions in other areas to ensure rents stayed within the given parameters.

Borrowing

The capital expenditure plans set out previously provide details of the Council's investment plans. The treasury management function ensures that the Council's cash is organised in accordance with relevant professional codes, so that sufficient cash is available to meet these plans. This will involve both the organisation of the cash flow, and where required, the organisation of appropriate borrowing facilities.

This section of the strategy covers the relevant treasury and prudential indicators, the current and projected debt position, and the annual investment strategy.

Current Portfolio Position

The Council's debt portfolio position is outlined below. The table below shows actual external debt against the CFR which represents the Council's need to borrow for capital purposes.

Comparing actual debt to the CFR highlights any under or over borrowing. Under borrowing represents the Council's use of its own cash surpluses rather than external debt, whilst over borrowing represents the Council taking on more debt than it needs at that point in time.

	2013.14	2014.15	2015.16	2016.17	2017.18
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
External Debt					
Loans at 1st April	£698,388	£687,999	£679,003	£757,747	£797,997
Expected change in Loans	-£10,389	-£8,996	£78,744	£40,249	£40,964
PFI liabilities at 1st April	£290,803	£335,603	£363,111	£395,228	£426,155
Expected change in PFI liabilities	£44,800	£27,508	£32,117	£30,927	£190
Transferred Debt at 1st April	£26,204	£23,912	£21,392	£18,619	£15,570
Expected Change in Transferred Debt	-£2,291	-£2,521	-£2,773	-£3,050	-£3,355
Actual Gross Debt at 31st March	£1,047,515	£1,063,506	£1,171,594	£1,239,721	£1,277,521
The Capital Financing Requirement	£1,165,741	£1,242,547	£1,327,546	£1,365,004	£1,394,730
Authority Under/(Over) Borrowing	£118,226	£179,041	£155,952	£125,283	£117,209
By Fund:					
GF Under / (Over) Borrowing		£123,983	£100,000	£100,000	£100,000
HRA under/(Over) Borrowing		£55,058	£55,952	£25,283	£17,209
Total		£179,041	£155,952	£125,283	£117,209

The rise in external loans and PFI liabilities is consistent with the Council's significant investment in the Streets Ahead project. The Council has committed to making MRP charges to eliminate the debt associated with this project by 2038.

The table also highlights that the Council plans to continue to 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 2015/16 and the following two financial years.

The Director of Finance reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitment, existing plans, and the proposals in this budget report.

Treasury Indicators: Limits to Borrowing Activity

The **operational boundary** is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be similar figure to the CFR but sometimes due to cash flow issues debt can be above or below the CFR.

The operational boundary can be exceeded, but it does serve as a useful indicator to assessing the Council's external debt levels.

The following table shows the Council's estimates for its operational boundary:

	2014.15	2015.16	2016.17	2017.18
	Actual	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
Operational Boundary				
Loans	£840,000	£850,000	£900,000	£950,000
Other Long Term Liabilities	£390,000	£420,000	£450,000	£450,000
Total	£1,230,000	£1,270,000	£1,350,000	£1,400,000

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:

	2014.15	2015.16	2016.17	2017.18
	Actual	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
Authorised Limit				
Loans	£940,000	£1,100,000	£1,100,000	£1,100,000
Other Long Term Liabilities	£407,000	£420,000	£450,000	£450,000
Total	£1,347,000	£1,520,000	£1,550,000	£1,550,000

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 are currently:

	2014.15	2015.16	2016.17	2017.18
	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
HRA Debt Limit				
HRA Debt Cap	£388,311	£388,311	£388,311	£388,311
HRA CFR	£346,336	£349,218	£351,023	£350,996
HRA Headroom	£41,975	£39,093	£37,288	£37,315

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 rebounded during 2013 and 2014, due largely to a recovery in consumer spending and continued growth in the housing market.

Forward surveys are currently positive in indicating that growth prospects are strong for 2015, particularly in the services and construction sectors. However, growth in the manufacturing sector and in exports has weakened during 2014 due to poor growth in the Eurozone. For a more sustained recovery the economy will need to see a move away from short-term consumer spending led bubbles, to export driven growth centred on manufacturing and business investment.

Wage inflation continues to drag on the economy. Growth has consistently been lower than CPI inflation, so eroding disposable income and living standards, although income tax cuts have ameliorated this to some extent. This therefore means that labour productivity must improve significantly for this situation to be corrected by warranting increases in pay rates. In addition, the encouraging rate at which unemployment has been falling must eventually feed through into pressure for wage increases, though current views on the amount of hidden slack in the labour market probably means that this is unlikely to happen in the near future.

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:

- Within the Eurozone, concerns in respect of a major crisis subsided considerably in 2013. However, the downturn in growth and inflation during the second half of 2014, coupled with worries over the Ukraine situation, the ongoing violence in the Middle East, and Ebola, have led to a resurgence of those concerns as risks increase that it could be heading into deflation and a triple dip recession. Sovereign debt difficulties have not gone away and major concerns could return in respect of individual countries that do not dynamically address fundamental issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy. It is, therefore, possible over the coming 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. 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 2015/16 and beyond;
- Borrowing interest rates have been volatile during 2014 as alternating bouts of good and bad news have prompted optimism, and then pessimism, in financial markets. During July to October 2014, a building accumulation of negative news has led to an overall trend of falling rates. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years and supported our revenue budget, however we remain vigilant to the prospect of interest rate risk and have plans to mitigate that risk in the forthcoming financial year;
- There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.

Borrowing strategy

The Council is currently maintaining an under-borrowed position, and plans to do so for the coming years. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loans and other credit arrangements such as PFI. Instead cash supporting the Council's reserves, balances and working capital has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is relatively high, whilst the approach has allowed us to avoid interest costs and thus support the revenue budget.

However, the Council recognises the inherent risk in operating to this strategy and has plans to mitigate its position through a draw down of loans in 2015/16 to replenish cash balances and finance the Council's investment plans.

Against this background and the risks within the economic forecast, caution will be adopted. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

The Council's under borrowed position is currently supported by reasonable cash balances from reserves, grants unapplied, receipts and other sources. However, these balances are expected to fall, which increases our exposure to interest rate risk.

The Director of Finance will continue to monitor the interest rate environment and market borrowing rates.

If it is felt that there is likely to be a 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. Financial year 2014/15 has seen 'event-risk' consistently effect both borrowing and investment rates as global instability has intermittently pushed investors back into safe-haven assets. Decisions taken on how to manage quantitative easing in the US, and whether to implement it in the Eurozone, 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.

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:

	2015.16	2016.17	2017.18
	£'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.

Policy on Borrowing in Advance of Need

The Council will not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Debt Rescheduling

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- * the generation of cash savings and / or discounted cash flow savings;
- * helping to fulfil the treasury strategy;
- * enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

Consideration was given to rescheduling opportunities during 2014/15, but the costs of terminating loans early outweighed any potential gain.

Any rescheduling will be reported to the Cabinet Member for Finance, at the earliest meeting following its action.

Municipal Bond Agency

It is likely that the Municipal Bond Agency, currently in the process of being set up, will be offering loans to local authorities in the near future. It is also hoped that the borrowing rates will be lower than those offered by the Public Works Loan Board (PWLB). The Council will review the efficacy of lending from the Agency in the forthcoming year.

Annual Investment Strategy

Investment Policy

The Council's investment policy has regard to the government's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code").

The Council's investment priorities will be security first, liquidity second and then return. This ensures we do not chase yield at the expense of the security of our investment.

In accordance with guidance from government and CIPFA, and in order to minimise the risk to investments, the Council clearly stipulates the minimum acceptable credit quality of counterparties for inclusion on the lending list.

The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches, and outlooks, published by all three ratings agencies with a full understanding of what these reflect in the eyes of each agency. Using these ratings services, potential counterparty ratings are monitored on a real time basis with knowledge of any changes notified electronically.

Furthermore, officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate.

The assessment will also take account of information that reflects the opinion of the markets. To this end the Council engages with its advisors to maintain a monitor on market pricing such as 'credit default swaps', and overlay that information on top of the credit ratings. This is fully integrated into the credit methodology provided by our advisors, Capita Asset Services, in producing its colour codings which show the varying degrees of suggested creditworthiness.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector, in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

The intention of the strategy is to provide security of investment and minimisation of risk. The strategy also enables the Council to operate a diversified investment portfolio to avoid an over concentration of risk.

Investment instruments identified for use in the financial year are listed under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Council's treasury management practices.

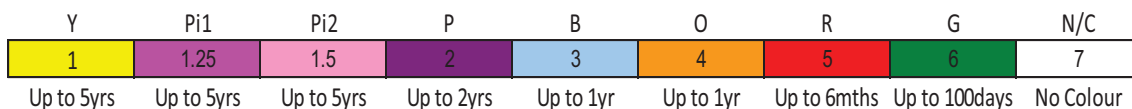
Creditworthiness Approach

This Council applies the creditworthiness service provided by Capita Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads. The end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands :

Colour Band	Duration
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



	Colour (and long term rating where applicable)	Money and/or % Limit	Time Limit
Banks *	yellow	100%	5 years
Banks	purple	£30m	2 years
Banks	orange	£30m	1 year
Banks – part nationalised**	blue	£50m	1 year
Banks	red	£15m	6 months
Banks	green	£10m	100 days
Banks	No colour	Not to be used	
Council's banker (Barclays) in the event of the bank being 'no colour'	-	100 %	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, and a long term rating A. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored daily. The Council is alerted to changes to ratings of all three agencies through its use of the Capital Asset Services creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings, the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. The Council will also use market data and market information, information on government support for banks, and the credit ratings of that supporting government.

Country limits

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in an appendix. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

Investment strategy

When considering its investments the Council will consider:

- Its longer term cash balances. This is cash available for use in the medium to long term, and comes from reserves, grants and receipts that are yet to be spent;
- Short term cash flow requirements that arise on a daily basis; and,
- Expectations on interest rates. This is important for the Council when determining a required rate of return on our investments.

The Bank of England base rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 2 2016. Base rate forecasts for financial year ends (March) are as follows:

Year	Base Rate Forecast
2015/16	0.5% - 1%
2016/17	1% - 1.50%
2017/18	1.50% - 1.75%

There are upside risks to these forecasts (i.e. start of increases in base rate occurs sooner) if economic growth remains strong and unemployment falls faster than expected. However, should the pace of growth fall back, there could be downside risk, particularly if Bank of England inflation forecasts for the rate of fall of unemployment were to prove to be too optimistic.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year for the next four years are as follows:

Year	Proposed Returns
2015/16	0.90%
2016/17	1.50%
2017/18	2.00%
2018/19	2.50%

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:

	2015.16	2016.17	2017.18
Invested greater than 365 days	£'000	£'000	£'000
Maximum sums	£30,000	£30,000	£30,000

Appendix 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

Appendix 2

Approved countries for investments:

AAA

- Australia
- Canada
- Denmark
- Finland
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland
- U.S.A.

AA+

- Hong Kong
- U.K.

AA

- Abu Dhabi (UAE)
- Belgium
- France
- Qatar
- Saudi Arabia

AA-

PAY POLICY STATEMENT

March 2015

1.0 Background

- 1.1 Sheffield City Council is required under Sections 38 – 43 of the Localism Act 2011 to publish its pay policy; Sheffield City Council has routinely, on an annual basis, published data on all posts which have remuneration above £50,000.
- 1.2 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.
- 1.3 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 27 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 were an additional 14 posts over £50,000 making the actual overall reduction to 41.
- 1.4 The Council continues to monitor closely its senior management posts and keeps the structure under review to ensure it continues to be fit for purpose.
- 1.5 This policy statement does not cover or include staff employed by schools and is not required to do so.
- 1.6 This policy statement is required to be considered and approved by full Council at the Council meeting on 6 March 2015.

2.0 Definition of Officers Covered by this Policy Statement

- 2.1 This policy statement covers the following posts, full details of these posts is attached at **Annex A**.
 - a) **Head of the Paid Service**, which in Sheffield City Council is the post of:
 - i) Chief Executive
 - b) **Statutory Chief Officers**, which in Sheffield City Council are the posts of:
 - i) Director of Adult Services (under LASSA 1970) (pending recruitment)
 - ii) Executive Director CYPF (Director of Children's Services under Children's Act)
 - iii) Director of Legal and Governance (Monitoring Officer)
 - iv) Executive Director of Resources (Chief Finance Officer under Sec 151 of LGA1972)
 - v) Director of Public Health

- c) **Non-statutory Chief Officers** (those who report to the Head of Paid Service or Statutory Officer)
- d) **Chief Officers** (those who report to Non Statutory Chief Officers)

3.0 Pay Policy Statement

Sheffield City Council's aim on matters of remuneration is to have in place an approach that enables the authority to:

- Recruit and retain people with the skills and expertise to deliver high quality services to the citizens of Sheffield City Council;
- Manage employee remuneration in a manner that is fair, transparent and reasonable;
- Take account of national and regional pay policy and market trends in the context of local government;
- Have a framework for managing the range of pay across the Council's workforce, this is known as pay ratios;
- Have simple uniform packages across all employment groups and to manage pay matters within national guidelines and agreements;
- Protect and remunerate low paid employees at appropriate levels and this includes the Council's commitment to the Living Wage, and;
- Protect jobs and services for as long as reasonably possible and this includes a prudent, affordable and fair approach to pay.

4.0 Policy on Remunerating Chief Officers

- 4.1 Sheffield City Council's policy is to pay Chief Officers' basic annual salary; Chief Officers' salaries do not attract enhancements or bonus of any kind. There are no additional enhancements to redundancy payments, pension contributions or pension payments outside of the Council's normal arrangements for all Sheffield City Council employees. Travel and other expenses are paid through the normal authority procedures.
- 4.2 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**.
- 4.3 It is the policy of this authority to establish a remuneration package for each Chief Officer post that is sufficient to attract and retain staff of the appropriate skills, knowledge, experience, abilities and qualities that is consistent with the authority's requirements of the post in question at the relevant time. The Chief Officer Grading Structure is attached as **Annex B**.
- 4.4 Recruitment to posts at Chief Officer Level is undertaken by the Senior Officers Employment Committee which is a sub committee of the Council; membership is agreed by Council on an annual basis. All recommendations for appointment at this level are signed off by Cabinet.

- 4.5 Remuneration and recruitment – all posts will be advertised and appointed to at the appropriate approved salary for the post in question, unless there is good evidence that a successful appointment of a person with the required skills, knowledge, experience, abilities and qualities cannot be made without varying the remuneration package. In such circumstances a variation to the remuneration package may be appropriate under the authority’s policy and any variation will be approved through the appropriate authority decision making process.
- 4.6 Pay Increases - the authority will apply any pay increases that are agreed by relevant national negotiating bodies and/or any pay increases that are agreed through local negotiations. The authority will also apply any pay increases that are as a result of authority decisions to significantly increase the duties and responsibilities of the post in question beyond the normal flexing of duties and responsibilities that are expected in senior posts.
- 4.7 Additions To Pay - the authority will not make additional payments beyond those specified in the contract of employment unless varied by the appropriate authority decision making process.
- 4.8 Local Election Fees- the Council sets and makes payment to the Returning Officer for the management and administration of local elections. The Returning Officer will make payments to those officers who undertake specific duties in relation to the elections (including Chief Officers) dependant on their role.

It should be noted that any fees payable for duties in connection with Parliamentary and European elections, election for Police Commissioners or referenda are recouped from Central Government subject to a prescribed aggregate maximum amount, and are not funded by the Council.

- 4.9 Performance Related Pay - the authority does not operate a performance related pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
- 4.10 Earn-Back (Withholding an element of base pay related to performance) - the authority does not operate an earn-back pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
- 4.11 Severance Payments - The authority’s normal policies regarding redundancy and retirement apply to Chief Officer Posts. From 1 April 2013 to 31 December 2014 5 Chief Officers were released from the authority on Voluntary Early Retirement and one on Voluntary Severance.

5.0 Policy on Remunerating the Lowest Paid in the Workforce

- 5.1 The authority applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are incorporated into contracts of employment. The lowest pay point in this authority is Scale 1, point 5; this relates to an annual salary of £12,435 and can be expressed as an hourly rate of pay of £6.45 (April 2013 to March 2014).

A decision was taken at Cabinet on 16 January 2013 to uplift the pay of employees earning less than the nationally recognised Living Wage.

From April 2015 this will increase to £7.85 per hour. The payment will be made as a supplement which will be reviewed on an annual basis.

Pay rates are increased in accordance with any pay settlements which are reached through the National Joint Council for Local Government Services.

6.0 Policy on the Remuneration ratios

6.1 Currently in this authority the ratio between the highest salary (£184,588) and the average median salary (£19,817) is 9.31. This 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 December 2014 values, amended for inflation.

6.2 The authority is conscious of the need to ensure that salaries are kept under review and consistent with the needs of the authority as expressed in this policy statement. The authority's approach to the payment of staff is to pay that which the authority needs to pay to recruit and retain staff with the skills, knowledge, experience, abilities and qualities needed for the post in question at the relevant time, and to ensure that the authority meets any contractual requirements for staff including the application of any local or national collective agreements, or authority decisions regarding pay.

7.0 Approval of Salary Packages in Excess of £100k

7.1 The authority will ensure that, at the latest before an offer of appointment is made, any salary package for any post (not including schools) that is in excess of £100k will be considered by full Council. The salary package will be defined as base salary, any fees, routinely payable allowances and benefits in kind that are due under the contract.

8.0 Flexibility to Address Recruitment Issues for Vacant Posts

8.1 In the vast majority of circumstances the provisions of this policy will enable the authority to ensure that it can recruit effectively to any vacant post. There may be exceptional circumstances when there are recruitment difficulties for a particular post and where there is evidence that an element or elements of the remuneration package are not sufficient to secure an effective appointment. This policy statement recognises that this situation may arise in exceptional circumstances and therefore a departure from this policy can be implemented without having to seek full Council approval for a change of the policy statement. Such a departure from this policy will be expressly justified in each case and will be approved through an appropriate authority decision making route.

9.0 Amendments to the Policy

9.1 As the policy covers the period April 2015 – end of March 2016, amendments may need to be made to the policy throughout the relevant period. As the Localism Act 2011 requires that any amendments are approved by the Council by resolution,

proposed amendments will be reported to the Cabinet Member for Finance and Resources for recommendation to the Council.

10.0 Policy for Future Years

- 10.1 This policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

Julie Toner
Director of Human Resources

None of the Post holders list below receives an honorarium payment for increased duties and responsibilities. Nor do any receive a payment related to joint authority duties **Annex A**

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 be taking fees for local elections.
Statutory Chief Officers which in Sheffield City council are the posts of	Executive Director CYP (Director of Children's Services under Children's Act)	119,984	
	Director of Adult Services under LASSA 1970	93,225(minimum point – pending recruitment – DG2)	
	Director of Legal and Governance (Monitoring Officer)	79,674	Election duty fees are in accordance with normal authority procedures.
	Executive Director Resources (Chief Finance Officer under Sec 151 of LGA1972)	132,293	
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 Communities	132,293	
	Executive Director Place	126,142	
	Director of Public Health (under review)	101,451	<ul style="list-style-type: none"> • Additional units of programmed activity (PAs) • Director of Public Health (or chief officer) supplement • Clinical Excellence Award (level • On call supplement (included in the

			salary shown)
	Director of Policy and Performance	79,674	
	Director of Sheffield First Partnership	81,118	
	Director of Children and Families (CYPF)	99,154	
	Director of Business Strategy and Commissioning (CYPF)	79,674	
	Director of Lifelong Learning and Skills (CYPF)	76,922	
	Director of Human Resources (Resources)	81,118	
	Director of Commercial Services (Resources)	79,674 (minimum point, pending recruitment – DG4)	
	Director of Finance (Resources)	81,645	
	Director of Customer Services (Resources)	68,484	
	Director of Transport and Facilities Management (Resources)	74,167	
	Director of Commissioning (Communities)	79,674	
	Director of Adult Services	93,225 (minimum point - pending recruitment – DG2)	
	Director of Business Strategy and Safeguarding (Communities)	81,118	
	Director of Housing (Communities)	84,713 (minimum point - pending recruitment – DG3)	
Chief Officers (those who report to Non Statutory Chief Officers) which in this authority are the posts of			
	Director of Regeneration and Development Services (Place)	84,713	
	Director of Creative Sheffield (Place)	76,004	
	Director of Culture and Environment (Place)	81,118	
	Director of Marketing Sheffield (Place)	76,922	

	Director of Business Strategy and Regulation (Place)	81,118	
	Director of Capital and Major Projects (Place)	89,831	
	Assistant Director of Legal & Governance (Deputy Monitoring Officer)	54,914	
	Children's Commissioner	74,167	

Chief Officer Grading Structure

<u>Grade Desc</u>	<u>Spinal Pt</u>	<u>Salary</u>	<u>1/2 Increment without 2%</u>
		01/04/2008	01/04/2015
DG 7	1	54250	
	1.5		54914
	2	55577	
	2.5		56240
	3	56903	
	3.5		57564
DG 6	4	58225	
	1	63822	
	1.5		64599
	2	65375	
	2.5		66151
	3	66928	
DG 5	3.5		67706
	4	68484	
	1	73249	
	1.5		74167
	2	75086	
DG 4	2.5		76004
	3	76922	
	1	78757	
	1.5		79674
DG 3	2	80590	
	2.5		81118
	3	81645	
	1	83689	
	1.5		84713
	2	85737	
DG 2	2.5		86761
	3	87784	
	3.5		88808
	4	89831	
	1	92074	
	1.5		93225
DG 1	2	94376	
	2.5		95556
	3	96735	
	3.5		97945
	4	99154	
	1	105495	
EXECUTIVE DIRECTOR	1.5		106735
	2	107976	
	2.5		109360
	3	110744	
	3.5		112075
	4	113406	
	4.5		114767
5	116127		
EXECUTIVE DIRECTOR	1	116902	
	1.5		119984
	2	123066	
	2.5		126142
	3	129217	
	3.5		132293
	4	135368	
4.5		138442	
	5	141516	

SOULBURY EIP 6 - 9		6	£38,299
		6.5	£38,885
		7	£39,470
		7.5	£40,032
SOULBURY E.I.P. 8 - 11		8	£40,594
		8.5	£41,250
		9	£41,906
		9.5	£42,491
SOULBURY E.I.P. 10 - 13		10	£43,075
		10.5	£43,653
		11	£44,230
		11.5	£44,789
SOULBURY E.I.P. 12 - 15		12	£45,348
		12.5	£45,981
		13	£46,614
		13.5	£47,178
SOULBURY E.I.P. 15 - 18		14	£47,742
		14.5	£48,365
		15	£48,988
		15.5	£49,553
SOULBURY E.I.P. 18 - 21		16	£50,116
		16.5	£50,682
		17	£51,246
		17.5	£51,801
SOULBURY E.I.P. 21 - 24		18	£52,355
		18.5	£52,927
		19	£53,499
		19.5	£53,795
SOULBURY E.I.P. 23 - 26		20	£54,090
		20.5	£54,658
		21	£55,226
		21.5	£55,721
SOULBURY EIP 24 - 27		22	£56,215
		22.5	£56,760
		23	£57,305
		23.5	£57,794
SOULBURY E.I.P. 26 - 29		24	£58,282
		24.5	£58,805
		25	£59,328
		25.5	£59,837
SOULBURY E.I.P. 29 - 32		26	£60,346
		26.5	£60,868
		27	£61,389
		27.5	£61,917
SOULBURY E.I.P. 32 - 35		28	£62,445
		28.5	£62,976
		29	£63,505
		29.5	£64,034
SOULBURY E.I.P. 35 - 38		30	£64,563
		30.5	£65,087
		31	£65,611
		31.5	£66,144
SOULBURY E.I.P. 36 - 39		32	£66,676
		32.5	£67,209
		33	£67,742
		33.5	£68,287
SOULBURY E.I.P. 39 - 42		34	£68,833
		34.5	£69,377
		35	£69,920
		35.5	£70,481
SOULBURY E.I.P. 39 - 42		36	£71,040
		36.5	£71,591
		37	£72,141
		37.5	£72,698
SOULBURY E.I.P. 39 - 42		38	£73,254
		38.5	£73,804
		39	£74,352
		39.5	£74,901
SOULBURY E.I.P. 39 - 42		40	£75,449
		40.5	£76,001
		41	£76,553
		41.5	£77,103
	42	£77,654	

EDUCATIONAL PSYCHOLOGISTS - SCALE A		SCP	Salary
		1	£34,273
EDUCATIONAL PSYCHOLOGIST A SCP 2 - 7	Main Grade	2	£36,013
		2.5	£36,882
		3	£37,752
		3.5	£38,621
		4	£39,491
		4.5	£40,361
		5	£41,230
		5.5	£42,100
		6	£42,969
		6.5	£43,789
		7	£44,607
		8	£46,244
	SPA Points	8.5	£47,011
		9	£47,778
		9.5	£48,546
		10	£49,313
		11	£50,745
SENIOR & PRINCIPAL EDUCATIONAL PSYCHOLOGISTS - SCALE B		SCP	Salary
		1	£42,969
		2	£44,607
		3	£46,244
		4	£47,778
		5	£49,313
		6	£50,745
		7	£51,333
ED PSYCHOLOGIST B TEAM MANAGER	Team Manager	8	£52,431
		8.5	£52,975
		9	£53,519
		9.5	£54,072
		10	£54,626
		10.5	£55,168
		11	£55,711
ED PSYCHOLOGIST B SERVICE MANAGER	Service Manager	12	£56,818
		12.5	£57,381
		13	£57,944
		13.5	£58,488
		14	£59,031
		14.5	£59,601
		15	£60,171
		15.5	£60,735
		16	£61,300
		16.5	£61,868
		17	£62,436
		17.5	£63,004
		18	£63,571



Sheffield City Council Equality Impact Assessment

Name of policy/proposal: 2015/16 Revenue Budget

Status of proposal: New **Name of person(s) writing EIA:** Adele Robinson

Date: 02/02/2015

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 2015/16, including the position on reserves and balances;
- To approve a 2015/16 Council Tax for the City Council; and
- To note the levies and precepts made on the City Council by other authorities

Background

Section 149, of the Equality Act 2010, the Public Sector Equality Duty says a Public Authority must, in the exercise of its functions, have due regard to:

- Eliminate discrimination, harassment, victimisation
- Advance equality of opportunity
- Foster good relations

Having due regard to these involves:

- Removing or minimising disadvantage suffered by persons
- Taking steps to meet the needs of persons with different characteristics
- Encouraging people to participate in public life
- Tackling prejudice and promote understanding.
- Taking steps to take account of disabled persons' disabilities

This is with regard to people who share Protected Characteristics under the Act and those who don't. This means we need to understand the effect of our policies and practices on equality, which will involve looking at evidence, engaging with people, staff, service users and others and considering the effect of what we do on the whole community. One of the ways in which we do this as a Council is through conducting Equality Impact Assessments (EIAs).

The Council-wide EIA and the individual service EIAs on budget proposals that underpin it are focussed on the impact on the protected characteristics in the Equality Act 2010. These include age, disability, race, sex, sexual orientation, religion/belief, gender reassignment, pregnancy & maternity.

In Sheffield, we have decided to go beyond our statutory duty under the Equality Act 2010. We also assess the impact on the Voluntary and Community Sector (VCS), financial exclusion, carers, armed forces and cohesion. We believe that this gives us a wider understanding than the statutory framework would without these additions.

Decisions will affect different people in different ways. It is possible that decisions will have a disproportionate impact on some groups in comparison to others, even if this is not the intention. We use the impact assessments to help us identify and to avoid any negative unintended consequences of the proposals developed. These could, for example, be disproportionate impacts on different geographic locations, different communities such as younger or older people, women or men, disabled people or BME (Black & Minority Ethnic) communities as well as the cumulative effect of any decisions made

A commitment to tackling inequality, ensuring fairness and increasing social justice is at the heart of the Council's values. We have supported the city's independently chaired [Fairness Commission](#) and are currently producing a new Tackling Household Poverty Strategy. The Commission report contained a set of Fairness Principles and these, as well as our emerging Tackling Poverty Strategy have influenced our priorities and decision making across the Council.

The savings we are required to make this year amount to £63million, which is on top of £240 million of savings already made over the past 4 years and this means we are less able to protect frontline services than before. This is particularly relevant in the Communities Portfolio where Adult Social Care was substantially protected in the first 3 years by having to make fewer savings than other areas. However this year we expect to reduce our Adult Social Care spending by over £9.2m, which is in line with the proportion of savings required in other areas of the Council. This means significant reductions in spending over a short period of time. At the same time, there are changes underway which affect how people will pay for their care in future, and demand for some services is increasing. This means that adult social care will be a challenging area and that we will have to continue to make changes to the way we do things to ensure that services are as effective and efficient as they can be. However protecting those in greatest need still remains one of our top priorities this year.

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 £169m has been removed from the local economy as a result of these welfare reform changes. This equates to £460 per year per every working adult in the city, although this reduction is not spread evenly, with some people seeing a much larger reduction and others seeing a smaller (or zero) reduction. These changes will be likely to impact on specific groups who already experience inequality such as people on a low income, disabled people and women. For example households with dependent children across the city will experience an average loss of £1,690 per year. This increases for lone parents to an average of just over £2,000 per year.

These substantial reductions in funding mean that progress on work on tackling inequality is much more focused on ensuring we do not slide backwards and lose ground in existing areas of inequality and ensuring we are doing things fairly and more efficiently, not necessarily about just meeting new demands.

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. As far as practically possible within the confines of a cumulatively reduced financial settlement, we have tried to minimise the impact on those in greatest need and most at risk. However, these are extremely challenging choices and difficult decisions are proposed.

Impact analysis is started early in the process of considering service changes to ensure we involve relevant individuals and groups and understand any negative impact. The action plans for individual

EIAs are designed to ensure that the services concerned implement reductions with as little negative impact as possible for the customers involved. There will be careful management control of each reduction. The impact analysis process helps to shape proposals which do not make it forward into the budget as well as those that do.

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 will not enable us to balance our budgets so we will be continuing to reduce the Council's investment in services next year and in future years. Many of these reductions or changes in provision started in previous years and will continue - therefore the impacts on individuals and groups will be monitored to ensure that any potential negative impact is reduced as far as possible. EIAs are 'live' documents and will be subject to change, as proposals or evidence of impact changes.

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 as far as possible to target the savings through changes to the way we work, including regionally and with other partners, redesigning and restructuring our services and support teams, restructuring our contracts and commissioning and increasing trading of our services, but it is inevitable that there will be some negative impact on service delivery and on those who share protected characteristics under the Equality Act.

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 2015/16 budget, the Council ran a budget conversation between October and January that included a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by people who may be affected by them, and to ensure that they have had an opportunity to put forward other ideas for consideration.

In line with our values as an organisation, we have used consultation to inform people about our proposals, provide the opportunity to give feedback, make suggestions and let people know how their feedback has helped to influence our thinking. In this way we have attempted to ensure that our consultation activity is meaningful and appropriate at all times. Our budget consultation activity has had two main strands this year:

- Two large corporate budget conversation events in the Town Hall, supplemented by additional activity, including a survey
- Detailed consultation on particular topics and specific proposals

Corporate Consultation

Budget priorities have also been heavily shaped by consultation activity undertaken over recent years that has consistently confirmed public support for protecting services for the most vulnerable. This year public feedback on our guiding principles has supported our approach to:

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

These findings have been developed through both budget and non-budget related activity. This includes consultation that informed proposals in last year's budget and where implementation is being phased over two years in areas such as libraries, reviews and assessments in Adult Social Care, and changes to supported housing funding. The first of this year's large budget conversation events in the Town Hall was held in October 2014 and gave an opportunity for the Council to explain the scale of reductions we are facing to members of the public and our partners, to set out our approach to making the reductions, and to invite initial feedback on our approach. The open event was attended by over 140 people from partner agencies, representatives of community groups and voluntary organisations, as well as members of the public.

The second event, held in January 2015, gave us an opportunity to describe our budget proposals in more detail, and included workshops led by each of the Cabinet Members to discuss some of the most significant proposals in their areas of responsibility. To supplement the public events, we also invited feedback on our proposals through the Council's website. We also produced a short animated video (www.sheffield.gov.uk/budget) designed to broaden understanding of the budget challenge, and our approach and we used this alongside social media to signpost people to the consultation and website.

The public events and the survey elicited an extensive range of comments which helped to inform our overall thinking on the budget. These included requests for further information and explanations, along with people's views on financial and resource issues covering capital and revenue budgets and how they are spent; the Government's approach to cuts; flexibility over charging and contracts; public sector collaboration and shared services; the importance of prevention work in housing & social care; support for addressing health inequalities with and for local people; focussing on providing the infrastructure and environment to encourage growth and investment; make the Council's assets more productive and more resilient to provide financial relief in the short-term and reduce a reliance on fossil fuels in the long term; using existing assets to encourage enterprise and wealth creation in Sheffield; supporting residents to become less dependent and more independent

of grants and support; reducing the numbers of councillors and their remuneration; recovery of monies owed to the council and further efficiencies; staff pay, sickness and pensions; and Council tax levels.

People asked about the extent to which the most vulnerable can be protected; how communities could be helped to support themselves; and the role of the voluntary and community sector. There were also discussions in relation to the impact of devolution, retention of business rates, and the potential creation of investment funds; the balance between longer term prevention and reactive work; what delivering services in a different way might mean for fair access, and distribution and quality of services; and the cumulative impact of savings over the last four years and the consequences of these.

We also invited people to provide ideas on ways to reduce spend, generate income, or do things differently to allow us to continue to provide services whilst maintaining a balanced budget. Suggestions ranged from brief comments to extensive commentaries covering a range of possible approaches. Some mirrored comments raised in the public events such as suggestions for reducing spend through cutting management and staffing costs, more efficiency reviews and greater use of digital communications. Others included stopping road alterations, further reducing libraries and encouraging greater recycling and fewer collections.

Views on doing things differently included more local procurement; using better products for repairs so reducing perceived false economies; getting better value from contractors and reducing outsourcing; reducing dependency on benefits; exploring community sector delivery of services; better partnership working e.g. health and social care; improving Special Educational Needs (SEN) provision; and increasing the use of technology. People also gave their views on the draft proposals presented by Members at the second public event. These comments, and the responses to them, are available on the Council's budget webpages.

More detail on the points raised by people during this consultation event is available on the Council's website at www.sheffield.gov.uk/budget. This information has been carefully considered by officers and Members in developing and refining the budget proposals.

Topic and service-based consultation

Alongside our corporate budget conversation, we have also consulted with people about proposals on particular themes or in specific areas. This consultation 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. Three areas of significant consultation activity are highlighted below.

We have in the past been able to protect spend, in relative terms, on areas like adult social care. Although we continue to prioritise support to the most vulnerable and those at risk, the continued reductions in government funding and continuing demand pressures have meant that this is no longer possible as the reductions needed in other areas would be likely to lead to these services becoming unsustainable. We have therefore spent a great deal of time talking to service users and providers about our proposals in adult social care, as this represents a significant area of change from current service provision. For example, consultation on the Learning Disabilities Commissioning Strategy has taken place with service users, providers and stakeholders to establish principles and overarching commissioning intentions, in order to enable the development of future specific leaning disability budget proposals.

In Children's and Young Peoples' and Families' Services, significant initial consultation and discussion with service users as part of the review of short break and respite services took place over April-September 2014. Consultation also included staff, providers and children and young people. A second stage consultation will commence on 27 January as proposals are developed.

Similarly, consultation with Sheffield Futures on the Youth Service contract started in August 2014, with staff consultation starting in October 2014 for both Sheffield Futures and Council employees. Final consultation with young people, parents and communities is anticipated to complete in January 2015. The consultation outcomes are being used to update the Equalities Impact Assessment, and will be communicated to Members ahead of final decisions being taken.

More broadly, the following examples illustrate the breadth of other consultation activity across all areas of the Council with consultation taking place with Friends of Parks Groups and local residents on the future of urban nature parks; and with business and organisations such as the Chamber of Commerce on an alternative delivery model for Marketing Sheffield. We have consulted with voluntary and community groups to establish the likely impact of funding reductions in grants; and with providers about reductions to the Community Wellbeing Programme.

Consultation on proposals will not stop once the budget has been agreed by Members. Further consultation with those affected individuals, groups, organisations and staff will take place throughout the year as decisions are implemented through the Council's usual governance processes – this will include, for example, consultation on changes to waste management following negotiations with Veolia; highways maintenance provision following negotiations on our contract with Amey; with residents and businesses on the Council's approach to online self-service as the primary channel for customer enquiries; and on a range of proposals in adult social care provision e.g. community support service, home support, small adaptations and independent living solutions; and the proposed review of the Public Health Grant contribution to mental health provision in line with the Council's wider re-commissioning of mental health services. We remain committed to making sure that people have the opportunity to comment on and influence proposals, particularly where services may change or reduce.

All the results of consultation activity will be taken into account when making individual decisions on the proposals. In some cases this consultation activity is not yet complete and therefore firm proposals will be subject to further decision making in line with the Council's usual governance processes. More information about our approach to consulting on the various budget proposals can be found in individual service EIAs.

Evidence - What do we already know – Sheffield Demographics

As well as consultation evidence, we have used monitoring information we already hold in services to help us identify possible impacts and to help shape and inform the EIA process. To help us identify possible impacts requires an understanding of how the city is made up and the issues people face. The [2011 Census](#), [Sheffield Facts and Figures](#), [State of Sheffield](#), & [Community Knowledge Profiles](#) show:

- Sheffield's population has grown above the national average and the City Region, rising from 513,000 in 2001 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 with high proportions of BME people. These areas tend to correlate with areas of deprivation.
- Sheffield has a higher proportion of its population aged 65 years or over (16.7 % or 85,700 people) than the other English Core Cities. This is projected to increase, 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 the 16–24 group - 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. The Council has 31,552 working age taxpayers who receive council tax support and although fluctuating in December 2014 there were 3,903 Council tenants affected by under occupancy.
- 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.
- Around 20% of people in Sheffield live in relative poverty at any one time. In 2012 this included 23% of all Sheffield children and almost a third of all Sheffield children under 10.
- 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.

- 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 Sheffield¹ and 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.¹

Impact Analysis

Areas and detail of impact

Overall

Inevitably when funding is reducing year on year at the scale and pace that we are experiencing, there will be an impact on the front-line services we deliver and on some of the work we do with groups who share a protected equality characteristic under the Equality Act 2010. 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 difficult choices. This year the savings and pressures we are required this year means we are less able to protect frontline services than before.

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, and is not necessarily about meeting new demands.

We have tried to minimise the impact on front line services to customers as far as possible by finding more efficient ways to deliver services by including by reducing costs of management, offices, technology and other corporate services, however we have had to make some really difficult choices. We are being guided in these choices by our values, commitment to fairness, tackling inequality, and by our priorities as outlined and supported by our consultation.

Our approach to the budget is in **Portfolio Areas** which correspond to the way Council is structured

- Children, Young People and Families
- Place
- Resources
- Communities

There is also a small corporate services function Policy, Performance and Communications (PPC).

Each Portfolio was initially asked to make up to 15% savings on top of any cost or demand pressures in their area. We subsequently reviewed all options across Portfolios to come up the proposals contained in the budget report. Within each portfolio, some areas of spend have been protected, whilst other areas of spend within outcomes have seen larger reductions.

In line with their longer term plans Portfolios have undertaken initial impact analysis on all budget proposals. Where the risk of disproportionate impact has been identified an in-depth impact

¹ SCC, January School Census 2010

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assessment has been undertaken and mitigations sought. The impact analysis shapes proposals which do not make it forward into the budget proposals as well as those that do.

Overview of Portfolios Areas

Place Portfolio has completed 35 Budget EIAs on savings totalling £10,172,000 identified for 2015/16. We have asked our partners Amey, Veolia and South Yorkshire Passenger Transport Executive (SYPTTE) to identify and deliver potential savings of 15% on each contract; this will total 71% of our reductions. The budget proposals are a mix of:

- Finding new ways to deliver the services that support the priorities for the Great Place to Live, Competitive City and Health & Wellbeing strategic outcomes.
- Making sure that all of our services are operating as efficiently as possible
- Reviewing existing charges and introducing new ways of generating income
- Changing or reducing service standards and as a last resort, stopping some activities altogether

We have used a range of evidence, such as consultation and data, to identify if there are any differential impacts and the key areas are:

- There is a cumulative impact of year on year reduced subsidies on our charitable partners, Museums Sheffield, Sheffield International Venues and Industrial Museums. Although the services continue to be delivered this is with staffing levels at reduced levels. Any potential leisure or theatre price increases will be minimised for low income users via discount schemes.
- The Place Public Health budget savings will have a low level impact on health inequalities for those people living in the more deprived areas of Sheffield, where the work tends to be concentrated. The savings also have the potential to impact on some of our Voluntary, Community and Faith partners due to reduced funding.
- Given changes to ways that schools are funded we are increasing the number of school crossing patrols funded by schools; this may be a negative impact for children should the school not fund a replacement vacancy. This would be mitigated through the council proactively implementing measures to improve safety outside schools e.g. 20 mph speed limits.
- Dependent on the savings identified through working with our partners Amey, Veolia and SYPTTE there potentially could be a negative impact on young/old, disabled people, carers, new mums and mum-to-be and the less well-off. This will be identified in the service EIAs on each proposal.

Last year the key impacts related to socio economic issues, impacts on partners and staffing. Most of the budget savings have been implemented with no significant impact due to, for example, ongoing subsidies mitigating any potential barriers to increased charging. Key to this process was well planned quality consultation to inform the decisions and also gain the public and partner's input and understanding of the changes required.

The **Children and Young People and Families** Portfolio have completed 28 Budget EIAs for savings of £8,027,000 identified for 2015/16. We will spend in the region of £82m, which includes £11m of Public Health investment, on delivering services for our children, young people and their families. A further £421m of funding was allocated separately by government for schools and academies. Education is our

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biggest area of spending.

The CYPF Business Strategy proposals are changes to support services which are based around continuing to provide current level of services to schools. The proposals include a reduction in the marketing of Services to Schools, hosting changes to the School Information Centre, reduction of cash collections by schools and introduction of an administration charge for joining the central catering contract.

The Inclusion and Learning Services proposals enable us to continue providing essential support services to schools and academies that support the successful children and young people outcome and respond changes in funding following the conversion of schools to academies. The savings proposed help us to protect those statutory and regulatory functions such as the statutory duty to provide independent educational psychology input into Education, Health and Care Plans; the statutory duty to act as the champion for children and families for the quality and effectiveness of education and the statutory duty to ensure the availability of sufficient school places.

A further proposal is to start trading the Inclusion and Targeted Support Service which supports capacity development and to improve outcomes for pupils, in particular new arrivals.

Within Lifelong Learning Skills and Communities, the proposed savings are concentrated in youth services and further savings from proposals agreed in 2014/15. These savings help protect other areas of targeted support to children and young people and employment projects. This means that we can continue to provide support to those young people Not in Education Employment or Training (NEET), diverting young people from offending, maintaining individual support for 16-24 year olds with learning difficulties and disabilities, supporting young people who are at risk of sexual exploitation, protecting apprenticeships and employment programmes and external investment.

Whilst significant, the youth service savings are part of a strategy over several budget rounds of planned reductions in buildings and administrative costs and have helped protect frontline delivery. In 2015-16, there will be some reduction in staffing across the council and in Sheffield Futures, and some changes proposed to youth open access delivery. The strategy has protected provision to the neediest.

The CYPF Public Health changes to Sexual Health Sheffield will be delivered through a redesign, transformation of services and improved partnership working and potentially reallocating investment across the sexual health system in order to better meet outcomes. There will be some funding reduction to Young People's Substance Misuse pooled budget.

The Children and Families savings proposals include reviewing all Independent Fostering Agency placements and long term fostering placements aiming to secure permanency or local authority fostering placements; developing regional approaches to youth justice services and fostering and adoption; improved coordination of SEN placements; changes to the out of hours social work provision; improved choice and flexibility on short breaks and integrated provision.

In addition, there is planned investment in Strengthening Families to provide an incremental transformation of all services to children and young people into a jointly funded, commissioned and delivered multi agency family service. There is a public health investment in Best Start early years programme which supports the children and families most in need.

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The savings enable high quality essential intervention and prevention services for the most vulnerable children and families to continue. The impact analysis process helps to shape proposals which do not make it forward into the budget as well as those that do.

Last year although we had difficult choices to make, our mitigations and monitoring of impact were effective. Wherever possible we have minimised the impact that the proposed changes on young people's services will have on young people and their parents/carers. We recognise that some of the children, young people and their families will be using more than one of the services where there are changes proposed, and there may therefore be a cumulative impact of some of these changes. We recognise that there have been year on year reductions since 2010, for example to youth services. These have been mitigated and usage data since the start of reductions in 2010-11 highlights improved take up of youth provision. Equally, other reductions, for example those to the Integrated Sexual Health Service, affect multiple characteristics and the consultation with the provider, including the development of a provider led EIA, is a critical part of the mitigation. Some people may receive a changed or a reduced service as we focus on the most in need and at risk and wherever possible we have sought to mitigate this by focusing reductions, where possible, on restructuring and internal changes to protect front line services. This will however not mean that front line services will not be reduced.

Our transformational changes, for example the Early Years Best Start investments, will have positive impacts for those in the greatest need, which includes some BME groups and women and militates against future impacts.

In the **Communities Portfolio** there are 31 EIAs, of which most are full EIAs as many of the services in this Portfolio, such as Adult Social Care, are by definition providing services to vulnerable, disabled and older people. This area represents the single largest controllable area of the Council's budget, and we spend around £146 million each year helping adults across Sheffield stay healthy and well, supporting 14,000 people through our services. This area has also seen an increasing level of demand and of costs of services.

Savings in this area have the potential to impact negatively upon those protected groups. 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.

We are continuing to implement last year's changes in a number of areas, such as to library services, adult social care reviews and reassessments and housing related support. We are implementing a programme of change to move focus to short term preventative and re-enablement services. We are working with providers around the changes to mitigate direct impact.

We are taking steps to ensure we get the best value for money and quality in our contracts in a number of areas; e.g. value for money in provision of short breaks for people with learning disabilities, moving to Supported Living Frameworks in mental health and learning disability services, and re-tender of the community equipment store, small adaptations and independent living preventative solutions. We are supporting individuals with any transitions between providers where appropriate.

We are also proposing to review the Community Support Service, and will undertake a full EIA to determine the future direction of the service.

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We are investing a reduced amount in Grant Aid to the local voluntary sector, although this reduction is less than the Council's overall budget cut. 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. However the funding will be targeted at those in greatest need of support. We are also restructuring teams such as Grant Aid and Locality Management to ensure greater efficiency. The current local area working model includes providing Councillors with a ward pot to fund community groups, projects or additional services to tackle the issues and priorities within their ward. We will review existing arrangements across the Council in the next year to ensure we are prioritising support.

The funding for the Local Welfare Provision Grant is being removed by Government in April 2015. This currently funds the Council's Local Assistance Scheme based in Communities Portfolio. As a Council we have decided to continue to invest £1.5 million in this area to match current demand and to seek to reduce financial hardship for those in greatest need. We will continue to monitor and review its use.

Public Health in Communities will see a reduction in the community well-being and community health champions programmes but investment in other areas such as support to advice centres to tackle the root causes of ill health in communities. We are also starting to review the public health contribution to mental health provision in line with the Councils re commissioning of mental health services strategy overall. EIAs and consultation will be undertaken as this work progresses.

There will be some staff reductions (for example in internal services such as Business Support and Business Strategy) and we have worked towards minimising the impact of this on front line services.

The Better Care Fund partnership with the NHS CCG will continue to develop during 2015/16 with the aim to deliver better joint commissioning, to ensure people get the right care when and where they need it. This should also lead to more effective and efficient services to release savings in this area.

In the **Resources Portfolio** there are 18 EIA's which cover all budget proposals for 15/16. There are 5 EIA's pending Managing Employee Reduction (MER) processes within the Finance, HR, Commercial Services and Transport & Facilities Management services. EIAs on past MER's have not shown disproportionate impacts on staff within the portfolio. Of the other EIAs, a few have the potential to impact on our customers. By reducing staff in our corporate services, this has meant that we have been able to protect frontline services.

There is a Customer Services proposal which covers the restructure of the service, implementation of contact centre technology to deliver efficiencies alongside implementation of channel shift strategy and tools. There are no expected negative impacts from this strategy and in some cases positive impacts on certain groups.

There are other EIAs which cover Council Tax and its support schemes; we are proposing this year to continue to keep the same Council Tax Support (CTS) scheme. The CTS scheme continues to be based on the principles of the old Council Tax Benefit regulations and provides for the maximum financial support being made available to those with the greatest financial need. They protect some of the income of disabled people and of families whilst providing assistance to those people who move off benefits into paid employment. The Council recognises however that requiring all working age customers to pay a minimum of 23% of their Council Tax may cause financial hardship amongst some

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households. Therefore the Council is also proposing to continue to operate and increase the value of the Council Tax Hardship Scheme (CTHS) in 2015/16 in order to continue to offer assistance to the most financially vulnerable households.

This year we are also proposing an increase in Council Tax for the first time in 4 years, again we are aware that any increase in Council Tax could have a negative impact on those households who are already struggling financially. However, the provision of Council Tax Support (CTS) backed up by the enhanced CTHS will ensure that such an impact is minimised. The impacts will continue to be monitored through the EIA process and action plans developed to mitigate impacts where appropriate.

In Policy, Performance and Communications there are 7 EIAs and they relate mainly to internal restructuring and cost savings and are not likely to have any customer impact.

The Council's **Public Health spending** for 2015/16 is approx. £30 million and is integrated throughout the Portfolios. More detail on the use of our Public Health grant is given in the portfolio sections above. There are also 5 EIAs for the Director of Public Health Office which mainly cover internal structures and have lower impact. Overall there will not be any reduction in investment in this area, but in line with what was agreed last year we are reviewing how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This means that we will save £2.5million on existing activities in order to reinvest this sum in other areas. Some of the proposals involve more cost effective delivery and retendering contracts, earlier intervention leading to prevention, or internal restructuring that will have fewer equality impacts. Some of the changes have the potential to impact negatively upon some people who share protected characteristics. However, two of the main areas the changes will support are early years and advice and information so impact of the overall investment will be positive on the groups within the EIA.

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
- 'Managing Employee Reductions' processes to reduce the number of staff employed
- Targeting of resources to target those in greatest need and at risk
- Helping people to be independent, safe and well and to make their own choices
- Intervening early and doing more preventative work
- Working with other agencies to avoid duplication and to help coordinate help and support
- Better value for money in the services we commission or purchase
- Fairer contributions and charges to ensure full cost recovery and as a way to maintain services
- Increasing traded services in non-core areas (such as with schools)
- Reductions in funding to the 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 with changes made in the past year to have full year effect on savings
- Continuing to monitor the impact of changes over the coming year.

Overall, the proposals have the potential to impact negatively in some areas and service EIAs have sought to mitigate this negative impact; however there are also positive impacts identified in impact assessments which are also highlighted.

Our impact assessments identify and provide mitigations for potential impact in services for younger

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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, some women and some BME communities).

As noted earlier 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 people and communities and are widening existing inequalities.

Further details of the impacts are contained in individual service EIAs which are listed at the end

Multiple and cumulative Impacts

Groups highlighted as impacted most across EIAs and all Portfolios are disabled people, older and younger people, women, carer's and people on low incomes. Disabled people, some women such as lone parents and women pensioners, carers, young people and some BME communities who tend to have a lower income may be cumulatively impacted.

By definition, older people, disabled people, carers and women will be the most impacted by the changes in Adult Social Care. Young people and parents will be impacted by changes in services specifically for these groups. 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.

As noted earlier these proposals represent the full extent of changes to adult social care provision that we are able to achieve in 2015/16, while still meeting our statutory obligations and providing essential services for the most vulnerable people in the city.

We are continuing to work with partners to be more efficient and joined up such as with the NHS Clinical Commissioning Group towards developing a single budget for Health and Social Care, including through the Better Care Fund process. The changes begin to come into effect in April 2015 and could help mitigate both demand pressures and cumulative impact.

Our subsidies to our charitable partners have reduced year on year. We recognise that this may result in charges for services provided by these partners (such as leisure or cultural services) to increase. Where this does happen it has the potential to increase barriers to participation to people on a low income, therefore affecting the groups noted above. Any potential leisure or theatre price increases will be minimised for low income users via discount schemes.

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.

There are again a number of changes to our strategic contract arrangements (e.g. for waste management and highways). Our providers where relevant have undertaken consultation and evaluated impact and we have tried where possible to limit impact on front line services. Details can be found in individual service EIAs.

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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 200 posts in 2015/16, a significant number of workforce EIAs are ongoing and a Council wide Managing Employee Reductions (MER) EIA has been completed.

Because 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, it is difficult to quantify the cumulative level of impact although mitigations have been highlighted in all EIAs.

In summary then, we will not invest or provide services in as many areas as we did before the reductions started 4 years ago. Services are targeting those in greatest need and those at risk but that does mean that there is reduced universal provision. We are still providing statutory services and we are focusing on the most vulnerable with the resource we have to invest.

Age	Older people
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In 2011 Sheffield had a higher proportion of its population aged 65 years or over (16.7 % or 85,700 people) than the other English Core Cities (the 8 biggest cities in England). The proportion of Sheffield's population aged over 65 is also projected to increase, with the largest increases in the number of people aged over 85.

Across **all Portfolios** impacts on age have been identified; however for older people the impacts are largely in the **Communities**. There are currently approx. 14,000 people currently receiving support including paying for 1 million hours of home care.

Where proposals are about taking steps to get the best value for money and quality in our contracts, we have assessed equality implications to ensure that there isn't a disproportionate or negative impact on customers with protected characteristics (e.g. moving mental health and learning disability contracts onto providers on supported living frameworks; retender of the Community Equipment Store and small adaptations and independent living solutions Preventative services; alternative provision for short breaks for people with learning disabilities). Any customers who will change providers will be fully supported in the transition. We have also used EIAs to identify opportunities to strengthen equality monitoring for contracts.

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.

There are some proposals which were implemented following last years' budget, where the reductions did not fully take effect until this year (for example adult social care review and reassessment programme; changes to housing related support contractual arrangements). We have reviewed and updated EIAs from last year, to make sure that we have implemented EIA action plans and identify what needs to happen next. For example –

- We have continued to take a fair and consistent approach taken to the adult social care reviews and reassessments to enable resources to be fairly distributed across the entire city and across all groups rather than being disproportionately provisioned. We value our customers' feedback, and survey results have highlighted some areas for improving customer experience (for example improved communication about assessment outcomes). We will carry out EIAs on new aspects of

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the programme, such as reviewing our approach to Double Handed care.

- Where possible, the full impacts of reductions to extra care and sheltered housing have been mitigated by remodelling, so some of the services will be eligible for Housing Benefit. This has left a variable reduction of on-site support but has covered risks and priorities and full impacts of reductions of services to other vulnerable groups have been mitigated by better prioritising who support is directed to.
- Where proposals are about making our organisational structures more effective (for example reducing posts) we have worked towards minimising the impact on front line services and applied good human resources practice to make sure that employees with ‘protected’ equality characteristics aren’t unfairly affected.
- For proposals to review services, full EIAs will be integral to finalising recommendations (for example, the Options Appraisal to determine the future direction of the Community Support service; the development of the Adult Placements Shared Lives service for long term care placements).
- Fairer Contributions –proposal to remove the upper limit on contributions. Initial analysis suggests low numbers of people affected, but this is being confirmed. Capping of charging from 2016 introduced by the Care Act will provide some, longer-term mitigation. Where appropriate we will identify mitigations, e.g. phasing in changes for current customers.

As part of the continuation of the Adult Social Care recovery programme, proposals will try to ensure we have consistent assessment processes, and that we only fund services that clearly meet unmet eligible social care needs and that 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, or concerned about the fact that a more cost-effective 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.

The Better Care Fund partnership with the NHS CCG will continue to develop with the aim to deliver better joint commissioning, to ensure people get the right care when and where they need it. This should also lead to more effective and efficient services to release savings in this area. This will lead to positive impacts for older people.

We are investing a reduced amount in Grant Aid to the local voluntary sector, although this reduction is less than the Council’s overall budget cut. As part of this we are continuing to support lunch clubs to reduce isolation of older people. We are also reviewing existing arrangements across the Council in the next year to ensure we are prioritising support available. The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

In Place there may be some negative impacts on older people dependent on the savings identified through working with our partners Amey, Veolia and SYPTE, but wherever possible, we will try to mitigate by reduced impact on frontline services. For example where services are reducing we will still be providing reasonable adjustments for disabled people and we will continue make sure the most

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vulnerable customers can access services.

There are only none to low impacts on older people in **CYPF, Resources and PPC**. In **Resources** the changes to council tax support scheme are likely to only have a low impact in this area as regulations prescribe that current, and the vast majority, of future claimants of a pensionable age are protected. This means that if they are eligible for support, the amount of support that they receive is based on 100% of their net Council Tax liability. Those who receive Pension Guarantee Tax Credit will currently have their full council tax charge covered by CTS, and this will still be the case if council tax increases.

Young People

The age group that has increased the most from 2001 to 2011 is the 16 – 24 age groups. We now have 16.7% of our population in this group and a further 18.2% of the city's population is under 16. BME children make up 29% of the population.

Around 20% of people in Sheffield live in relative poverty at any one time. In 2012 this included 23% of all Sheffield children and almost a third of all Sheffield children under 10.

In **Children, Young People and Families** Services many of the proposals and subsequent EIA's relate to internal changes or small employee reductions. The proposals with the main differential impact are summarised below.

The ongoing reshaping of Youth Services, is a continuation of changes underway to restructure services which includes a reduction of 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.

The strategy started in 2012 was to have shared and more effective management as well as savings on overheads such as buildings. This approach protects services to young people as much as possible. The majority of these savings are being therefore achieved through reductions in the council contract with Sheffield Futures, and the council resources that form part of the Community Youth Teams. Some street based sessions which are poorly attended or where there is other nearby provision will be replaced with alternatives to give full mitigation for the change.

There will be increased trading of our services to schools who are increasingly independent from us, including financial independence. We will still continue to provide statutory provision in these areas.

Following on from the successful partial trading of the non-statutory services provided by the Educational Psychology Service piloted during 2014/15, there is more trading proposed in this area. In addition, other areas of trading proposed include Pupil Admission and supporting schools with new arrivals.

There is a reduction proposed to the Public Health Young Person's Substance Misuse Contract which works to provide specifically with 11-18 and there are mitigations to reduce impact detailed in the service EIA.

We are proposing to use the Public Health Grant to invest in the Early Years Best Start service redesign to improve outcomes for 0-5 and their families as a part of the approach of targeting services to those

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in greatest need in order to improve outcomes.

The Sheffield Integrated Sexual Health Service (ISHS) is commissioned using the Public Health Grant to deliver open access demand led sexual health services for all ages including under 16s as well as Chlamydia Screening which targets the 16-25 age range. Young people are more at risk of poor sexual health due to increased exposure to risk taking behaviours. The ongoing work on the EIA with the provider is part of identifying mitigations, which include reducing elements of the service in relation to training and communications.

A significant number of proposals focus on the internal restructuring of teams which means reduced numbers of posts. We do not expect the changes to have an impact on service provision and details of these changes can be found in service EIAs.

The review of Independent Fostering Agency placements and long term fostering placements with a view to securing either permanency or Local Authority fostering placements will have a positive impact on children in care. Where a permanency solution is achieved, the child's long term prospects and outcomes are improved.

In Resources and PPC, there are mainly none to low impacts, most of the EIAs relate to internal restructuring. The two areas of customer impact are Council Tax and customer services. In relation to Council Tax it is clear from the respective collection rates that under the CTS Scheme some working age households have found (and will continue to find) it harder to meet their Council Tax liability than others. In anticipation of this the Council introduced a Council Tax Hardship Scheme (CTHS) to offer additional support. However Analysis of awards made under the CTHS scheme show that only 8% have been made to customers aged 18- 25. The changes in the Customer Service covers contact centre technology and implementation of channel shift strategy which means in some cases positive impacts such as better access to services online.

In Place given the changes to ways that schools are funded, (increasingly independent from us, including financial independence) we are increasing the number of school crossing patrols funded by schools; however there may be a negative impact for children/young people travelling to/from school should the school not fund a replacement vacancy. This would be mitigated through the council proactively implementing measures to improve safety outside schools e.g. 20 mph speed limits. Also there potentially may be impacts dependent upon the savings identified through working with our partners Amey, Veolia and SYPTE on young people, although this is more likely to be low. This will be identified in the individual EIAs on proposal.

Although the overall investment from the **Public Health Grant** will not reduce it will be directed in different ways so there is a focus on the root causes of ill health and health inequalities. Therefore there may be some contract and services which change, that may impact on young people, such as funding for cycling opportunities through Skyride, changes to tobacco control, trading standards healthy takeaways work or cooking skills. The impacts will be noted in the individual proposal EIAs.

Disability

There are over 105,000 adults with a long term limiting illness in Sheffield, equivalent to around 20% of the population, with 9% saying this limits their activity a lot. Service EIAs have identified a potential risk of negative impact on disabled people, both directly and indirectly, through impacts on people on a low

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income 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.

Across **all Portfolios** impacts on disability have been identified; however for disabled people the impacts are largely in the **Communities Portfolio**. There are currently approx. 14,000 people currently receiving support including paying for 1 million hours of home care. A lot of the same impacts as were identified for older people are also outlined below for disabled people, due to the nature of the services.

Where proposals are about taking steps to get the best value for money and quality in our contracts, we have assessed equality implications to ensure that there isn't a disproportionate or negative impact on customers with protected characteristics (e.g. moving mental health and learning disability contracts onto providers on supported living frameworks; retender of the Community Equipment Store and small adaptations and independent living solutions Preventative services; alternative provision for short breaks for people with learning disabilities). Any customers who will change providers will be fully supported in the transition. We have also used EIAs to identify opportunities to strengthen equality monitoring for contracts.

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.

There are some proposals, which were implemented following last years' budget, where the reductions did not fully take effect until this year (for example adult social care review and reassessment programme; changes to housing related support contractual arrangements). We have reviewed and updated EIAs from last year, to make sure that we have implemented EIA action plans and identified what needs to happen next. For example –

- We have continued to take a fair and consistent approach to the adult social care reviews and reassessments to enable resources to be fairly distributed across the entire city and across all groups rather than being disproportionately provisioned. We value our customers' feedback, and survey results have highlighted some areas for improving customer experience (for example improved communication about assessment outcomes). We will carry out EIAs on new aspects of the programme, such as reviewing our approach to Double Handed care.
- Where possible, the full impacts of reductions to extra care and sheltered housing have been mitigated by remodelling some of the funding into Housing Benefit, which has left a variable reduction of on-site support but has covered risks and priorities and full impacts of reductions of services to other vulnerable groups have been mitigated by better prioritising who support is directed to.
- For proposals to review services, full EIAs will be integral to finalising recommendations (for example, the Options Appraisal to determine the future direction of the Community Support service; the development of the Adult Placements Shared Lives service for long term care placements).
- Fairer Contributions –proposal to remove the upper limit on contributions. Initial analysis suggests low numbers of people will be affected, but this is being confirmed. Capping of charging from 2016

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introduced by the Care Act will provide some, longer-term mitigation. Where appropriate we will identify mitigations, e.g. phasing in changes for current customers.

As part of 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, or concerned 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.

The Better Care Fund partnership with the NHS CCG will continue to develop during 2015/16, with the aim to deliver better joint commissioning, to ensure people get the right care when and where they need it. This should also lead to more effective and efficient services to release savings in this area. This will lead to positive impacts for disabled people.

Given the changes we have therefore spent a great deal of time talking to service users and providers about our proposals in adult social care, as this represents a significant area of change from current service provision. Consultation on the Learning Disabilities Commissioning Strategy has taken place with service users, providers and stakeholders to establish principles and overarching commissioning intentions, in order to enable the development of future specific learning disability budget proposals.

In Place there may be some negative impacts on disabled people dependent on the savings identified through working with our partners Amey, Veolia and SYPTTE but wherever possible we will try to mitigate by reducing our impact on frontline services and continuing to make reasonable adjustments in our provision for disabled customers, for example in kerb side collection. Mitigations have been identified and put in place in individual service EIAs

In Children, Young People and Families, it is recognised that although there are no specific reductions proposed for services for disabled children and young people, changes to the Integrated Sexual Health Service, specifically around reductions to clinics and outreach work may reduce access for some disabled people.

There is likely to be a positive impact for disabled people through the Successful Families Transformation Project as there will be improved and more personalised local provision.

The Choice and Flexibility proposals have three stands which will have a positive impact for families with disabled children by improving choice and increasing the flexibility of delivery.

There are mainly none to low impacts on disabled people in **Resources and PPC**. The changes in the Customer Service proposal which covers contact centre technology and implementation of channel shift strategy and tools means in some cases positive impacts such as better access to services online.

Also changes to council tax schemes are likely to only have a low impact to disabled people. Council Tax

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regulations provide for exemptions or discounts to be applied in relation to the specific circumstances of certain disabled taxpayers. These exemptions or discounts are separate to reductions allowed under Council Tax Support. There are also households in the city whose Council Tax is reduced due to disability. Any Council Tax increase will affect these taxpayers and will also affect those disabled taxpayers who do not receive a reduction due to disability. The provision of CTS and access to the enhanced CTHS will help in mitigating any negative impact that a Council Tax increase will have on taxpayers with a disability.

In excess of 12,000 of taxpayers with a disability are in receipt of CTS which reduces the amount they have to pay. The Council's CTS scheme, which has a system of allowances and premiums, ensured that those in receipt of disability benefits received the highest possible level of CTB. If not covered by this and in recognition of the limited ability that taxpayers with a disability may have to improve their financial circumstances, applicants with a disability have been identified as a specific group for whom support under the CTHS is prioritised. In 2013/14 22% of all applicants to the CTHS had a disability. Disabled customers received on average 11% more in financial support than those who are not disabled and also received support for longer periods than those who were not disabled, with the average period of support being 42% longer.

Should Council Tax increase, the Council will assess the demand that this may place on the CTHS and if appropriate will increase the funding for the CTHS. It is important to note that any increased revenue from a council tax increase could be used to continue to provide services that are accessed by people with the greatest need including a disability.

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 are occurring in the Arabic, East European, Indian and Chinese communities. Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas of the city with high proportions of BME people, these tend to correlate with areas of higher deprivation.

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 Children, Young People and Families the change to the Integrated Sexual Health Services may negatively impact on some ethnic groups who are at a higher risk of contracting sexually transmitted infections. This is partially due to cultural differences around sexual health and the often strongly resistant approach of some BME communities to engage with sexual health services or in encouraging young people to access contraception.

There are no changes proposed to youth provision to BME groups who continue to be a priority and monitoring data highlights the high proportion of users from BME groups. The change to the Public Health Young People Substance Misuse contract highlights a potential negative impact across a number of BME groups where there are increasing levels of substance misuse.

The proposed trading of the Inclusion and Targeted Support Service has the potential for a positive impact on different ethnic groups and schools will continue to be equipped to meet the needs and be

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inclusive to support pupils who are from the wide range of ethnic backgrounds that new arrivals comprise. The continuation of this work would help schools fulfill their legal duties and, given the city's changing pupil profile demographics, there is scope for a greater number of schools accessing the service.

The Early Years Best Start investment by Public Health will have a positive impact on BME groups who have a higher birth rate and include some of the most deprived sections of the population.

The **Communities** portfolio is investing a reduced amount in Grant Aid to the local voluntary sector, although this reduction is less than the Council's overall budget cut. 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 however the funding will be targeted at those in greatest need of support. We are also restructuring teams such as Grant Aid and Locality Management to ensure greater efficiency. The current local area working model includes providing Councillors with a ward pot to fund community groups, projects or additional services to tackle the issues and priorities within their ward. We will also review existing arrangements across the Council in the next year to ensure we are prioritising support available. The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

There is no evidence to suggest that BME people will be disproportionately affected by the reductions in adult social care.

In Resources the proposal to increase Council Tax will affect all taxpayers irrespective of race. However, there is no evidence available which would suggest that taxpayers from differing ethnic backgrounds will be disproportionately affected by an increase.

However, it is clear from analysing overall Council Tax collection rates that some households from across the City have found (and will continue to find) it more difficult to meet their council tax liability. As the CTS caseload is representative of the City's differing ethnic diversity, it is reasonable to assume households from different ethnic backgrounds will form part of the overall group of CTS taxpayers who are struggling financially. The mitigation for the financial impact of a Council Tax increase is the provision of CTS and access to the CTHS.

Our latest data shows that around 28% of the CTS caseload are from a BME background whilst around 17% of applications to the CTHS have been received from taxpayers from a BME background. In 2013/14, under the CTHS, 80% of applicants from a BME background were awarded assistance under the scheme, compared to 55% of customers from a White British/ White English background. The ongoing provision of the CTS scheme in its present format, allied to the ongoing provision of the CTHS, should continue to offer similar levels of financial assistance to taxpayers from different racial backgrounds.

Religion/ Belief

According to the Census 2011 the largest religion/belief held in the city is Christian 52.5 %, followed no religion 31%, Muslim 7.7% and no religion stated 6.8% etc. Few service impact assessments have detailed any disproportionate impacts in this area.

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In **Children, Young People and Families** the proposed trading of the Inclusion and Targeted Support Service, who work within key schools to develop resources around cultural awareness and practices when working with newly arrived pupils and their families, will have a potential positive impact on faith issues.

The reduction to the Integrated Sexual Health Service contract highlights the difficulties of sexual health services engaging with some communities which may increase. Further monitoring of the impact is being undertaken as part of the EIA being developed in collaboration with the provider.

Sex – including men, women, pregnancy and maternity

Few impact assessments have noted clear direct disproportionate impacts on gender. However as women overall have lower incomes, are a larger proportion of adult social care service users, carers and lone parents, there will therefore be an indirect impact from multiple proposals such as increasing in charging and changes in adult social care. See the sections on older people and disability for potential of indirect impact due to multiple disadvantages in Communities Portfolio.

The **Communities** portfolio is investing a reduced amount in Grant Aid to the local voluntary sector, although this reduction is less than the Council's overall budget cut. As part of this we are continuing to support lunch clubs to reduce isolation of older people. We are also reviewing existing arrangements across the Council in the next year to ensure we are prioritising support available. The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

In **Children, Young People and Families Portfolio** a change to the Integrated Sexual Health Services 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.

However the Early Years Best Start investment will result in improved antenatal and postnatal support with improved pregnancy and maternity services provision. There is also likely to be a positive impact for mothers through the Successful Families Transformation Project as there will be improved and more personalised local provision.

The savings in CYPF will enable high quality essential intervention and prevention services for the most vulnerable children and families to continue.

Sexual Orientation

The [Community Knowledge Profiles](#) note that approximately 5 to 7% of people identify nationally as LGB, although we do not have more local information. We think though that Sheffield is likely to have a similar proportion of people who identify as LGB as the national average so approximately 28,000 to 38,000 people. This percentage is usually larger for younger people. Few service impact assessments have detailed negative impacts in this area except the **Children, Young People, and Families portfolio**.

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. This has been an ongoing reduction since 2013 and the ISHS works across several protected characteristics

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particularly in age, race, religion/beliefs, maternity, sexual orientation, disability, and poverty. Reductions are proposed to this service for 2015/16.

Mitigations include reducing training, communications and rationalising the development of sexual health outreach work, which will all impact on access and delivery of services. Further monitoring of the impact is being undertaken as part of the EIA being developed in collaboration with the provider.

Within the Youth Service budget savings, Lesbian, Gay and Bisexual young people are seen as a particular priority vulnerable group and therefore there are no planned reductions of current levels of support to this group despite the changes to the overall Youth Services budget.

Overall across the Council, we do not think there will be a negative disproportionate impact for LGB people, but information on our service users in this area is limited, although in the past year we have integrated appropriate monitoring into key areas like social care. Further monitoring will be undertaken as part of individual EIAs to assess this as relevant and appropriate.

Transgender

There are nationally approximately 0.6% of the population that are trans, we would expect there to be similar numbers in Sheffield, so 3,300 people. Few service impact assessments have detailed any disproportionate or negative impacts in this area except in the **Children, Young People and Families Portfolio**. Within CYPF the public health contract changes to the Integrated Sexual Health Service (ISHS) may negatively impact support for transgender issues, for example tackling transphobia, awareness raising, building self-esteem etc. as it 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.

Further monitoring of the impact is being undertaken as part of the EIA being developed in collaboration with the provider. Within the Youth Service Budget savings, transgender young people are seen as a particular priority vulnerable group and therefore there are no planned reductions of current levels of support.

We do not think overall, across all proposals, there will be negative disproportionate impact. However we do not have a sufficient amount of monitoring information about our service users in a lot of services so further monitoring will be undertaken as part of individual EIAs to assess this as relevant and appropriate.

Financial Exclusion, Poverty and Social Justice

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. Around 20% of people in Sheffield live in relative poverty (below 60% of median income) at any one time. In 2012 this included 23% of all Sheffield children and almost a third of all Sheffield children under 10.

- A greater number of people experience poverty over the course of ten years, potentially 40%.
- Despite efforts to reduce poverty, the proportion of people living in relative poverty is stable and reducing slightly, but at the same time the poor are getting poorer: nationally, income for the bottom fifth of people in 2011/12 was 5% lower in real terms than it was ten years before.

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There are geographic variations in poverty in Sheffield. 125,000 [22%] Sheffield people live within areas ranked as the most deprived tenth nationally, and 47,000 [8%] live within the least deprived tenth nationally.

The face of poverty has changed and some of the characteristics overlap to cause multiple deprivations

- Pensioners are now less likely to be in poverty than previously, but other groups are more likely to be in poverty. Poverty amongst pensioners is directly linked to their experience in earlier life.
- Previously, falling poverty rates for disabled people have reversed, with poverty increasing.
- People from minority ethnic backgrounds are more likely to be poor than white British people.
- Care leavers, and carers (both young carers and adult carers) are at increased risk of poverty.
- Children in large or single parent families are at greater risk of poverty. Almost two thirds of children living in single parent families live in poverty.

Although not within the scope of our budget proposals, it is important to highlight some other relevant factors which are impacting on people in the city. For example 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. Households with dependent children across the city will experience an average loss of £1,690 per year. This increases for lone parents to an average of just over £2,000 per year. The changes are affecting around one in seven people in the city and again the full extent of these changes has not yet been felt.

Central Government has cut funding to Local Authorities over the last 4 years as part of its deficit reduction programme. At the same time, we have had to deal with rising costs and increasing demand for our services. As noted earlier, inevitably when funding is reducing year on year, the large scale that we are experiencing, there has been impact on the front-line services. The budget reductions coupled with welfare reform and the impact of the recession, mean that preventing things from worsening is one of the main aims of the impact assessments.

Across **all Portfolios** we have tried to minimise the impact as far as possible especially on those that are in greatest need or at risk, such as those that face financial exclusion and poverty and to ensure the budget proposals are in line with the Fairness Commission Principles and our values.

We have considered the key drivers of poverty and its effects short medium and long term. Our proposals therefore reflect the Councils intentions to tackle poverty and reduce inequality. We are also currently developing the new [Tackling Child and Household Poverty Strategy](#) and following the consultation and evidence gathering will be launched in 2015.

In **Place** 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. However price increases will be minimised for low income users via discount schemes.

In **Children, Young People and Families**, the reduction to the Young People Substance Misuse contract could have a negative impact as the intervention and support provided by the provider, Crime Reduction Initiatives (CRI), the Corner helps prevent the longer term negative effects on financial inclusion and tackling poverty. The Best Start Public Health Investment in early years from antenatal care through to preschool will help support improved life chances and social inclusion for children and

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families needing support.

Within the Successful Families Transformation, by allocating resources on a much more local level, areas of greatest need will be receiving support more aligned with local need which will help improve tackle exclusion and poverty.

The Early Years Best Start investment by Public Health will have a positive impact and support improved life chances of children and families in the greatest need. Within the proposed reduction to the Integrated Sexual Health Service, the impact between poor sexual health and health inequalities is highlighted.

We will continue to provide support to those young people Not in Education Employment or Training (NEET), diverting young people from offending, maintaining individual support for 16-24 year olds with learning difficulties and disabilities, supporting young people who are at risk of sexual exploitation, protecting apprenticeships and employment programmes and external investment. For example 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.

In Resources we will continue to fund a Local Assistance Scheme and to have a Council Tax Support scheme at 23% despite Government cuts in these areas. However we will increase Council Tax for the first time in 4 years by 1.99% or approx. 38p per week for most households to enable us to continue to protect services to those who are in greatest need and at risk. We will mitigate the impact of this by increasing the Council Tax Hardship Fund by £100k in 2015/16.

In Public Health across the Council we have continued to invest the same amount of money £30 million however savings of £2.5m have been targeted from existing Public Health activities in order to avoid disinvestment in other Council services which promote health and wellbeing outcomes, for which revenue funding is no longer available. This investment will

- Address the root causes of ill health by supporting community groups that help people improve their health and wellbeing.
- Work to improve the quality of housing.
- Promote healthier lifestyles through encouraging physical activity.

The outcomes expected of the public health grant will continue to be assessed under the Public Health Outcomes Framework (PHOF), and broadly fall into the following categories:

- Improving significantly the health and wellbeing of local populations.
- Carrying out health protection functions delegated from the Secretary of State.
- Reducing health inequalities across the life course, including within hard to reach groups
- Ensuring the provision of population healthcare advice.

Carers

According to the Census 2011 there are 57,373 residents who provide unpaid care, including 4,559 young people under age 25 and 58% of carers are women. Few impact assessments have noted clear direct negative impacts on carers however as carers overall have lower incomes and by definition care for a large proportion of adult social care service users, there will be an indirect impact from multiple proposals. See the sections on older people and disability for potential of indirect impact due to

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multiple disadvantages in **Communities Portfolio**.

In particular there are some proposals which were implemented following last years' budget, where the reductions did not fully take effect until this year (for example adult social care review and reassessment programme; changes to housing related support contractual arrangements). These will impact mainly on older and disabled people but are also likely to impact on carers directly and indirectly as a result. We have reviewed and updated EIAs from last year to make sure that we have implemented EIA action plans and identify what needs to happen next. For example, we have continued to take a fair and consistent approach to the adult social care reviews and reassessments to enable resources to be fairly distributed across the entire city and across all groups rather than being disproportionately provisioned. However anyone identified as providing care for another adult, who appears to have a level of need for support, will also be entitled to receive a carers assessment themselves.

We are taking steps to ensure we get the best value for money and quality in our contracts in a number of areas; e.g. value for money in provision of short breaks for people with learning disabilities, moving to Supported Living Frameworks in mental health and learning disability services, and re-tender of the community equipment store, small adaptations and independent living preventative solutions. . We are supporting individuals with any transitions between providers where necessary.

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 against these impacts, further work and monitoring will take place. (See the older persons and disabled people section as well for other proposals which impacts on both groups).

In **Children, Young People and Families**, the Choice and Flexibility proposals will give more families and carers of children with profound or multiple disabilities more flexible respite services, short break provision and short break grants. Last year although we had difficult choices to make, our mitigations and monitoring of impact were effective. Wherever possible we have minimised the impact that the proposed changes on young people's services will have on young people and their parents/carers. We recognise that some of the children, young people and their families will be using more than one of the services where there are changes proposed and may therefore be affected by this

Voluntary and Community Sector

When considering the impact on the VCS the importance of 'social value' is recognised by the 'Best Value' guidance², which was published by the Government in September 2011. This states that authorities have a duty³ to consider the impact of budget reductions on VCF or other organisations that

² <https://www.gov.uk/government/publications/best-value-statutory-guidance--4>

³ 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> ,

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have a 'social value'. The Public Services (Social Value) Act⁴ requires us to take social value into consideration when we commission services. In order to do this effectively we will continue to monitor the impact of changes over the next year, on service changes as well as the knock on effects of reductions on other providers, and continue detailed consultation with customers and other stakeholders as specific activities are implemented.

The **Communities** portfolio is investing a reduced amount in Grant Aid to the local voluntary sector. 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. However the funding will be targeted at those in greatest need of support.

We are also restructuring teams such as Grant Aid and Locality Management to ensure greater efficiency. The current local area working model includes providing Councillors with a ward pot to fund community groups, projects or additional services to tackle the issues and priorities within their ward. We propose a 15% reduction in ward pots. We will also review existing arrangements across the Council in the next year to ensure we are prioritising support available. The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

In **Children, Young People and Families**, Sheffield Futures – a voluntary and community sector provider - is the largest contractor of youth services and 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.

However, the programme does not provide, nor has it been designed to provide any direct cash funding for organisations on an ongoing basis. Therefore, no organisation or group will lose funding. Savings on youth buildings will be achieved through proposals to transfer the running of some buildings to community organisations to run.

Though the current impact is neutral, within the Successful Families Transformation Project there is the potential for greater involvement and a possible greater role in long term locality based delivery for the VCF sector.

In **Public Health** we are continuing to address the root causes of ill health by supporting community groups that help people improve their health and wellbeing, although these contracts are being reviewed to ensure value for money and may result in reduced contract values for some organisations.

Within the Public Health Young People Substance Misuse contract change, there will be a small negative impact through the decrease of staff for Crime Reduction Initiatives (CRI) within the Corner project, which is the young people substance misuse provider. However, we are able to mitigate the NHS England reduction as the local authority loses the responsibility to provide substance misuse services into Aldine House and staffing issues have been mitigated through TUPE.

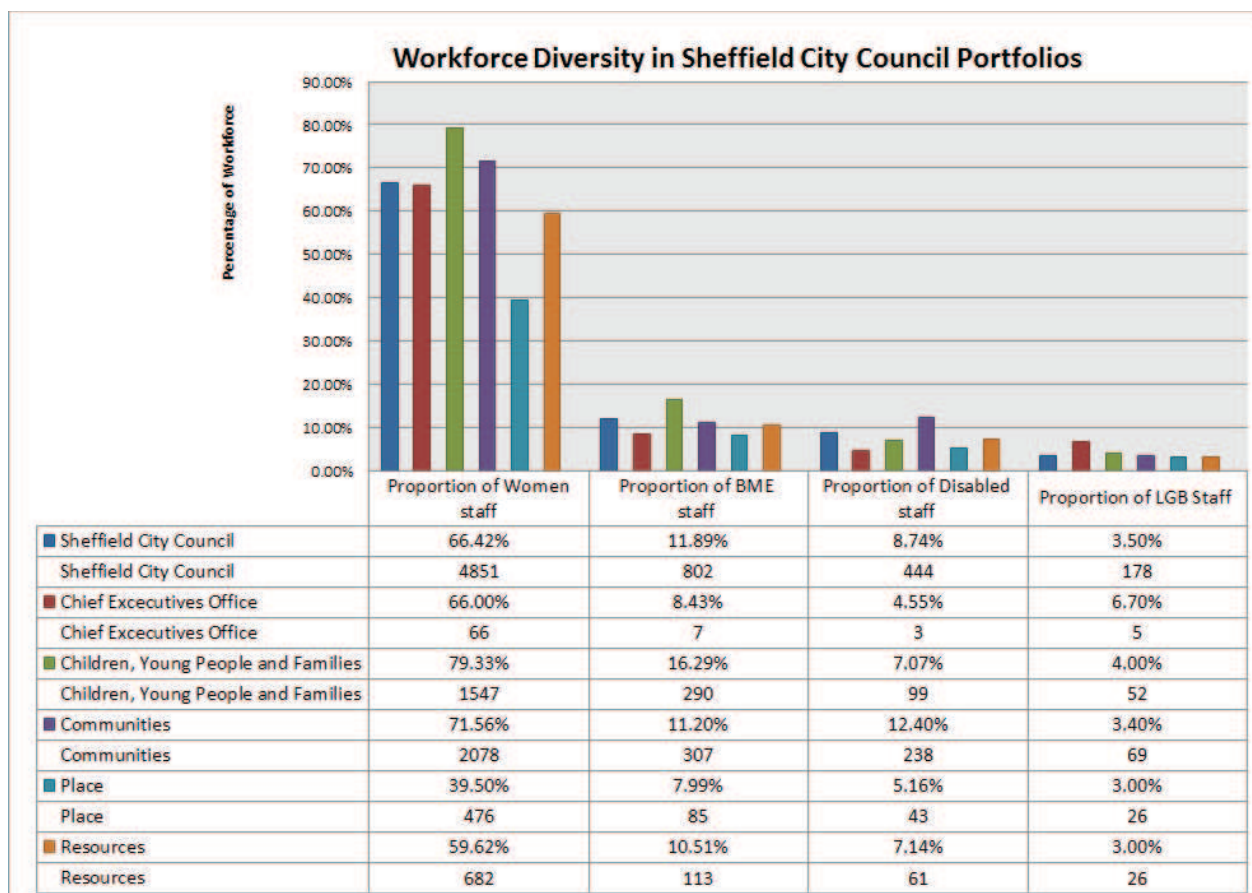
It is possible that the combination of cumulative budget reductions over the last few years may have the unintended effect of destabilising some organisations that the Council and communities value, we are however working to mitigate this. Although the impact on the VCF sector is large, overall we do not think that it is disproportionate.

⁴ <http://www.legislation.gov.uk/ukpga/2012/3>

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Council staffing implications, including workforce diversity

Workforce diversity summary in Sheffield City Council 2014 by Portfolio



In all **Portfolio areas** many of the budget proposals involve staff efficiency savings including; service restructuring, a reduction in management costs by deleting vacancies, reviewing agency staff and managing employee reductions through voluntary early retirement and severance schemes. We have across the Council reduced management costs, minimised redundancies by using the talent pool, and reduced the impact on frontline staff where appropriate. Unfortunately there may still also be compulsory redundancies in some areas.

We have also promoted employee led measures such as voluntary reductions in hours, career breaks and annual leave purchase schemes to deliver savings but also promote work / life balance. The council is also committed to continuing to pay a 'Living Wage' to 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 Children and Young People and Families workforces and a high percentage of men in the Place portfolio

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- Under-representation of disabled, BME and lesbian, gay, bisexual and trans (LGBT) people 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 200 posts in 2015/16, a significant number of workforce EIAs within Portfolios have been done and a Council wide Managing Employee Reductions (MER) EIA has been completed.

These show possible changes to the diversity of the workforce as a result of staff restructuring and MERs required from some of the budget proposals. It is not yet possible at this stage to predict the precise impact of these processes upon workforce diversity as this can only be known later in the year as the schemes are all worked through. Last year's monitoring of the MER and VER/VS schemes showed no negative disproportionate impact on people who share a protected characteristic and had positive impacts in line with our workforce diversity strategy. See the corporate MER EIA for full details.

We will continue to work within our current policies and procedures, which promote workforce diversity to reflect the demographics of the city. We are also working with managers, staff and trade unions to ensure the workforce is viable and appropriate to the council's future operating and service needs, with a balance of skills and experience.

Workforce related Impact Assessments are periodically updated and have for example been undertaken as part of MER's including Voluntary Early Retirement (VER) and Voluntary Severance (VS), and the Pay Strategy.

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 in greatest need 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 Portfolios, are disabled people, older and younger people, women, carer's and people on low incomes. Disabled people, some women such as lone parents and women pensioners, young people and some BME groups tend to have a lower income may be cumulatively impacted.
- 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 2015/16 we will be reducing the workforce by approximately 200 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.
- Services will be looking to increase charges to ensure full cost recovery and will continue to

Areas and detail of impact

apply costs fairly through our Fairer Contributions Policy. However, the changes will impact more on people experiencing financial exclusion.

- We are investing in the VCF sector including through Grant Aid and Public Health albeit at reduced level. Some negative equality impacts have been identified resulting from the reductions in overall grant aid funding available. Some projects that the Council previously supported will no longer receive funding in future; however the funding will be targeted at those in greatest need of support. We will also review existing arrangements across the Council in the next year to ensure we are prioritising support available.
- We will continue to fund a Local Assistance Scheme and to have a Council Tax Support scheme at 23% despite Government cuts in these areas. However we will increase Council Tax for the first time in 4 years by 1.99% or approx. 38p per week for most households to enable us to continue to protect services to those in greatest need and at risk.
- Public Health spending is integrated throughout the Portfolios. Overall there will not be any reduction in investment in this area but in line with what was agreed last year we are reviewing how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This means that we will save £2.5million on existing activities in order to reinvest in other areas.
- This year will see the start of the new integrated Commissioning Programme between the Council and the Clinical Commissioning Group to create a combined budget to develop joined up services. This new approach aims to ensure people get the right care when and where they need it but will also create efficiencies in processes. It focuses on supporting people at home to help increase independence and delay access to Health and Social Care services.
- We will continue to target resources to those in greatest 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 to continue with restructures of Council services and are considering both internalising and externalising services where appropriate (such as the contract for Revenues and Benefits customer services function being brought back in house and some care and support services being externalised).
- We will continue to work on getting greater value for money from our contracts; this is with our major strategic providers such as Capita, Veolia, Amey and Kier but also in Communities where we have issued a new Framework for Supported Living to ensure we have a choice of providers at competitive prices and retendering of existing services.
- The Impact Assessment also highlights some positive implications of budget proposals. Examples include improving the process of assessment and support planning for existing and future social care customers whilst ensuring choice and control over support to meet their eligible needs, and reshaping transport to provide services which promote independence. The Better Care fund partnership should continue to develop and mean more joined up pathways and services. Also as we restructure services both internally and with external providers there

Areas and detail of impact

should be clearer and more efficient ways to contact services.

Managing Impact: Mitigation

Our overall approach is to protect services for those in greatest need 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.

The year on year reductions and the scale of the savings required mean there will be impacts upon vulnerable groups that share protected characteristics. Most impacts relate to 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

- All proposals have been assessed in line with the Fairness Commission Principles and take into account the Tackling Poverty and Increasing Social Justice outcome area
- Working with external providers to achieve savings in our large contracts and to achieve this as much as possible through non front line service functions.
- Working with partners to encourage 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 and employability programmes.
- Investing in prevention and delivering targeted support for those most vulnerable or at risk such as in our Best Start programmes.
- Following the library review investing in local community groups to maintain the viability of non-council run libraries.
- Continuing to encourage people to be independent, safe and well in both children and adult care such as through direct payments and continuing to reduce reliance on expensive provision outside of Sheffield.
- Reviewing care and support arrangements and re-tendering services where applicable to ensure fair contributions and value for money.
- Working in partnership with the NHS Clinical Commissioning Group towards developing a single pooled budget for health and social care under the Better Care Fund
- Restructuring management and services to increase efficiencies and create simpler routes of public access. For example through our safer neighbourhood team and community safety function creating a single street based response team.

Areas and detail of impact
<ul style="list-style-type: none"> • Regionalisation of services where appropriate such as adoption and youth justice. • Continuing to invest £30 million in Public Health but shifting the focus to address the root causes of ill health to help to help reduce health inequalities. • Continuing to invest in the Voluntary and Community Sector through grant aid, including building on the successful integration of the Sheffield Advice and Law Centre. <p>These continued substantial reductions in funding mean that progress on work on tackling poverty, inequality and increasing social justice is much more focused on ensuring we do not slide backwards and lose ground in existing areas of inequality and to ensure we are doing things fairly and more efficiently, not necessarily about just meeting new demands.</p> <p>Although there are very difficult choices, our impact assessments illustrate our approach to consider the Fairness Commission 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. The impact analysis shapes proposals which do not make it forward into the budget as well as those that do.</p>

EIA 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 Commission 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>Strategic Equality and Inclusion Board to examine in more detail the cumulative impact of the budget cuts made on Sheffield over the last 4 years.</p>
Poverty and financial exclusion	<p>The 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> <p>Poverty proofing to be further developed as</p>	<p>Develop monitoring arrangements within the year which seek to assess cumulative impact</p> <p>Outcome boards to feed into the review</p>

Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
	part of the EIA process in line with	
Workforce	The corporate workforce EIAs will be monitored six monthly	Director of HR, 6 monthly at the Strategic Equality and Inclusion Board

Approved (Lead Officer): John Mothersole: February 1st 2015

Approved (EIA Lead Officer): Adele Robinson: February 1st 2015

FULL EQUALITY IMPACT LIST BUDGET 2015/16

EIA ID No	Equality Impact Assessment Title	Portfolio	Budget Line Ref
118	Review & Reassessments - 2015/16 UPDATE attached	Communities	4P24B2-1; 4Q44B2-1; 4P14B11-1
160	(L) Review various funds allocated to Streets Ahead Contract	Place	2B03B1-1
170	Youth Services Budget Savings	CYPF	3J44B1-1
186	Educational Psychology	CYPF	3AH4B1-1 & 3AH4B2-1 & 3AK4B1-1 & 3ZL4B1-1
187	Youth Services - Whirlow Hall Farm Trust	CYPF	3AH4B4-1
224	Social Care Accounts Service MER 2014 (FYE 2015) - updated	Communities	4P54B2-1
240	Renegotiation high cost Mental Health services	Communities	
242	Managing Employee Reductions (MER) Learning Disabilities A&CM UPDATE JAN15	Communities	4P14B10-1
246	Review of Mental Health Recovery Programme - updated 2015/16	Communities	4Q44B2-1
267	To reduce the financial value of the contract for delivery of the Sheffield Integrated Sexual Health Service (ISHS)	CYPF	6AB4F1-1
298	Re provision: Complex Needs support - 15/16 UPDATE	Communities	4P34B1-1
318	Care & Support Market Development-Supported Living F/work	Communities	4P14B12
320	Finance-staff reductions, appraisal system, non staff expenditure	Resources	1B03B1-1, IB03B2-1, IB03B3-2
321	Business Change & Information Solutions - Staff Reductions	Resources	1F03B1-1
322	Human Resources - staff reductions	Resources	1H03B1-1 & 1H03B2-1

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323	Communities Business Strategy - MER	Communities	4R14B1-1 & 4V84B1-1 & 4V84B2-1 & 4V84B3-1
324	Legal Services -Reduction in Members pension costs	Resources	1I83B1-1
325	Commercial Services - staff reductions	Resources	1P03B1-1
326	Commercial Services - cost reductions & increased income	Resources	1P03B2-1 & 1P03B3-1
327	Commercial Services - Procurement Savings	Resources	5I03B1-1
328	Transport & Facilities Management - Accommodation Charges	Resources	2C13B1-1 & 2C13B4-1
329	Transport & Facilities Management - Efficiencies	Resources	2C13B3-2 & 2C13B5-1
330	Customer Services - Process improvements and response times	Resources	1D03B1-2; 1D03B3-1
331	Legal Services - revised income charge out rates	Resources	1I83B3-1 & 1I83B2-1
332	Resources - Reduction in cost of Executive Management	Resources	1R03B1-1
333	Trading of Pupil Admissions Services	CYPF	3AH4B6-3
334	Year 2 savings from restructure of Families & Communities	CYPF	3C54B2-2 & 3AF4B1-5
336	Marketing Sheffield - no general fund	Place	1R24B1-1
337	Road Safety - crossing patrols	Place	2B03B4-1
338	Efficiencies in Transport, Traffic and Parking Services	Place	2B03B16-1
340	Transport Planning efficiencies	Place	2B03B9-1 & 2B03B15-1
341	Highway Network Management Efficiencies	Place	2B03B10-1 & 2B03B14
342	Inflation increase on fees/charges	Place	2C03B2-1
343	Urban Nature Parks	Place	2W03B1-1
344	Sheffield International Venues efficiency programme (Great Place to Live)	Place	2W03B2-1
345	Public Realm Maintenance Efficiencies	Place	2W03B3-1
346	Reduction in Sheffield Theatre Trust grant	Place	2W03B4-1

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347	Reduction in Service Agreement funding to Museums Sheffield	Place	2W03B5-1
348	Reduction in grant to Sheffield Industrial Museums	Place	2W03B6-1
349	Reduction in partnership and project fees	Place	2W03B7-1
350	Sheffield International Venues efficiency programme (Competitive City)	Place	2W03B2-1
351	Additional commercial income for City Centre Management & Major Events	Place	2W03B9-1 & 2W03B8-1
360	Urban & Environmental Design Restructure	Place	2B03B11
361	Streets Ahead - identify levers to release contract savings	Place	2B03B1-1
362	Transport/ITA levy - identify levers to release levy savings	Place	2B03B2-1
363	Waste Management contract/levies savings	Place	2C03B1-1
364	Family & Community Support Short breaks	Communities	4P14B8-1
390	Public Health - Young People Substance Misuse (Year 3 of 4 Year)	CYPF	6AB4F5-1
393	Increased advertising income	Policy, Performance and Communications	1AA3B1-1
394	Schools Communications	Policy, Performance and Communications	1AA3B3-1
395	Print unit	Policy, Performance and Communications	1AA3B4-1
396	Reductions in supplies and services	Policy, Performance and Communications	1AA3B6-1
397	Additional New Burdens funding Individual Electoral Register	Policy, Performance and Communications	1AA3B7-1
398	Housing Revenue Account Budget to be charged for Communications Management Time	Policy, Performance and Communications	1AA3B8-1
399	Review of Community Support Services	Communities	4P34B5
400	Out of Hours	CYPF	3I14B2-3
401	A regional approach to Adoption	CYPF	3I54B2-4
402	A regional approach to Youth Justice	CYPF	3I54B3-2

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403	Placement Review	CYPF	3IA4B1-1
405	Choice and Flexibility	CYPF	3I54B1-2, 3I54B1-4, I54B4-3
406	Strengthening Families	CYPF	3AP4B2-1
407	Music Hubs	CYPF	6AA4B2-3
408	Children's Commissioning Unit	CYPF	6AA4B1-4
409	Multi systemic Therapy (MST)	CYPF	3I14B1-1
410	Review of Sheffield Libraries Services- full year effect	Communities	4A34B1-1
413	Review of Inclusion Learning Service Support Service Teams	CYPF	3AH4B5-2
414	Locality management - ward pots	Communities	4GM4B2-1
415	Inclusion and Targeted Service – Establishing a traded model	CYPF	3ZL4B2-2
416	Tender Community Equipment store	Communities	4P24B6
418	MER and Service Improvements	CYPF	3F34B1-2
419	Review Preventative Services (small adaptations & ILS)	Communities	4P24B7
421	Business Support and Management Review	CYPF	3I14B3-1
425	MER Transport Staff Savings	Resources	2C13B7-1
427	Brunswick Gardens Grant Re-negotiation	Communities	4P24B3-1
428	Pay Award	CYPF	3AH4B7-3 & 3C54B1-3
432	Youth Services Budget Savings	CYPF	3J44B1-2
433	Full and/or second year effect of 14/15 savings	CYPF	3AH4B1-3 & 3AH4B2-3 & 3AK4B1-3 & 3ZL4B1-3
435	Review of business support and PA support	Communities	4V84B3-1
437	Continuation of refining personalisation (Adults)	Communities	4P24B1-1
438	Reduce the running costs PRS service	Communities	4P44B5-1
439	Citywide housing services - general fund savings	Communities	4P44B7-1
440	Re-tender Hurfield View Resource Centre Management	Communities	4Q44B1-1
443	Service redesign to cover reduced income from portfolios	Resources	2C13B10-1

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444	Voluntary Land Registration Project	Resources	2C13B12-1
445	Workplace programme - Should Moorfoot reach capacity	Resources	2C13B6-1
446	Implement existing plans Housing Related Support	Communities	4Q14B1
450	Housing Revenue Account (HRA) Business Plan 2015-16 including rents and charges	Communities	
461	Maximising Income options (fairer contributions)	Communities	4P54B1-1
471	Use of Adult Placement Shared Lives (see EIA 50)	Communities	4P14B9-1
483	Development Management	Place	2B03B12
484	Increase Income - Planning & City Regeneration	Place	2B03B13
485	Highway Maintenance efficiencies	Place	2B03B17
486	Sustainable City efficiencies	Place	2B03B18
492	DPHO Office SOHAS Contract	Director Public Health	5P03F2-1
493	15% Reduction of Employment and Health budget	Director Public Health	5P03F4-1
494	End to Trading Standards Healthy Takeaways funding	Place	5K03F4-1
495	CYPF Public Health Investment- Best Start Early Years	CYPF	3AP4B2-1
496	Voluntary Sector Grant Aid Budget 2015-16	Communities	4GM4B3-1
497	Stop funding for Community Food and Cooking Skills service	Place	5K03F5-1
500	Stop 'Eat Well' Food Community Development work	Place	5K03F6-1
501	Reduction in funding to Early Years Healthy Weight Service	Place	5K03F7-1
503	Health Checks	Policy, Performance and Communications	5P03F1-1
504	Care & Support Market Development- de-registration	Communities	4P14B12-1

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505	Reduction in Funding to Tier 3 Adult Weight Management	Place	5K03F7-1
506	Review the Public Health grant contribution to mental health	Communities	6AD4F1-1
507	Public Health - Community Wellbeing Programme	Communities	6AD4F2-1
508	Cycling Opportunities - British Cycling and Sky Ride	Place	5K03F1-1
509	Move More Funding	Place	5K03F2-1
510	Co-ordination of SEN Placements	CYPF	3IA4B2-2
511	Progression Pathways	CYPF	
512	Release of Reserves	CYPF	3I54B5-2
513	Successful Families Grant	CYPF	3AP4B1-1
514	Review of Double Handed Care	Communities	4P24B1-1
516	COUNCIL TAX INCREASE 2015/2016	Resources	-
517	Parish Councils Council Tax Support Grant	Resources	-
521	Public Health-Community Health Champions-TO BE UPDATED FEB15	Communities	6AD4F1-1
522	Inflationary Increase on Fees and Charges	Place	2TA3B3-1
523	Moor Market - Revised Business Case	Place	2TA3B1-1
524	Capital Delivery Service MER	Place	2TA3B2-1
526	Public Health - Consolidation of drugs treatment contracts	Communities	6AT4F1
527	Infection Prevention and Control	Director Public Health	5P03F3-1
528	Public Health Staffing Costs	Director Public Health	5P03F5-1
529	Reduction in overheads - Public Health	Director Public Health	5P03F6-1
530	Inflation increase on fees and charges	Place	2B03B19 & 2W03B12 & 4M03B1 & 2W03B13

Term	Definition
Abbreviations	The symbol 'k' following a figure represents £thousand. The symbol 'm' following a figure represents £million. The symbol 'bn' following a figure represents £billion.
Capital Expenditure	Expenditure that is incurred to acquire, create or add value to a non-current asset.
Capital Financing Requirement	It measures an authority's underlying need to borrow or finance by other long-term liabilities for a capital purpose. It represents the amount of capital expenditure that has not yet been resourced absolutely, whether at the point of spend or over the longer term. Alternatively, it means capital expenditure incurred but not yet paid for.
Capital Receipts	The proceeds from the sale of capital assets which, subject to various limitations (e.g. Pooling Arrangements introduced in the Local Government Act 2003) can be used to finance capital expenditure, invested, or to repay outstanding debt on assets originally financed through borrowing.
Collection Fund	A fund administered by the Council recording receipts from Council Tax, National Non-Domestic Rates and payments to the General Fund. All billing authorities (including the Council), are required by law to estimate the year-end balanced on the Collection Fund by 15 January, taking account of various factors, including reliefs and discounts awarded to date, payments received to date, the likely level of arrears and provision for bad debts. Any estimated surplus on the Fund must be distributed to the billing authority (the Council) and all major precepting authorities (Police, Fire and DCLG) in the following financial year. Conversely, any estimated deficit on the Fund must be reclaimed from the aforementioned parties.
Contingency	A condition which exists at the Balance Sheet date, where the outcome will be confirmed only on the occurrence of one or more uncertain future events not wholly within the Council's control.
Council Tax	A banded property tax that is levied on domestic properties. The banding is based on assessed property values at 1 April 1991, and ranges from Band A to Band H. Around 60% of domestic properties in Sheffield fall into Band A. Band D has historically been used as the standard for comparing council tax levels between and across local

	authorities, as this measure is not affected by the varying distribution of properties in bands that can be found across authorities.
Council Tax Freeze Grant	Grant funding provided by national government to support councils that freeze their Council Tax charges. The grant scheme is open to all billing and major precepting authorities, including police and fire authorities, which decide to freeze or reduce their council tax. If they do, they receive additional funding in 2015/16 equivalent to raising their council tax by 1 per cent.
Council Tax Support	Support given by local authorities to low income households as a discount on the amount of Council Tax they have to pay, often to nothing. Each local authority is responsible for devising its own scheme designed to protect the vulnerable. CTS replaced the nationally administered Council Tax Benefit.
Credit Risk	The possibility that one party to a financial instrument will fail to meet their contractual obligations, causing a loss to the other party.
DCLG	Department for Communities & Local Government
Designated Areas	These are specific parts of the city referred to as the New Development Deal and Enterprise Zone. They are significant because any growth in business rates above the “baseline” established in 2013/14 can be retained in full locally, rather than half being repaid to Government.
Equality Impact Assessment (EIA)	A process designed to ensure that a policy, project or scheme does not discriminate against people who are categorised as being disadvantaged or vulnerable within society.
General Fund	The total services of the Council except for the Housing Revenue Account and the Collection Fund, the net cost of which is met by Council Tax, Government grants and National non-domestic rates.
HR1	Each local authority is required to submit an HR1 form to inform the Government of potential redundancies in the organisation. The Redundancy Payments Service then collects the information and distributes it to the appropriate government departments and agencies who offer job brokering services and/or training services. This happens so that the government can discharge its obligation to these employees.
Minimum Revenue Provision (MRP)	The minimum amount which must be charged to an Authority’s revenue account each year and set aside as provision for credit liabilities, as required by the Local Government and Housing Act 1989.
National Non-Domestic Rates (NDR)	These are often referred to as Business Rates, and are a levy on business properties based on a national rate in the pound applied to the ‘rateable value’ of the property. The Government determines the national rate multiplier and the Valuation Office

	Agency determine the rateable value of each business property. Business Rates are collected by the Local Authority and paid into their collection fund, this amount is then distributed 49% to the Local Authorities general fund, 1% to the South Yorkshire Fire and Rescue Authority and 50% to Central Government. The Central Government share is then redistributed nationally, partly back to Local Authorities through Revenue Support Grant.
LAC	Looked After Children
Precepts	The amount levied by another body such as the South Yorkshire Police Authority that is collected by the Council on their behalf.
Private Finance Initiative (PFI)	A contract in which the private sector is responsible for supplying services that are linked to the provision of a major asset and which traditionally have been provided by the Council. The Council will pay for the provision of this service, which is linked to availability, performance and levels of usage.
Provisions	Amounts charged to revenue during the year for costs with uncertain timing, though a reliable estimate of the cost involved can be made.
Public Works Loan Board (PWLB)	A government agency, which provides loans to authorities at favourable rates.
Remuneration	All sums paid to or receivable by an employee and sums due by way of expenses allowances (as far as those sums are chargeable to UK income tax) and the money value of any other benefits received other than in cash. Pension contributions payable by either employer or employee are excluded.
Reserves	Result from events that have allowed monies to be set aside, surpluses, decisions causing anticipated expenditure to have been postponed or cancelled, or by capital accounting arrangements.
Revenue Expenditure	Expenditure incurred on the day-to-day running of the Council, for example, staffing costs, supplies and transport.
Revenue Support Grant (RSG)	This is a Government grant paid to the Council to finance the Council's general expenditure. It is based on the Government's assessment of how much a Council needs to spend in order to provide a standard level of service.
Specific Government	These are designed to aid particular services and may be revenue or capital in nature. They typically have specified

Grants	conditions attached to them such that they may only be used to fund expenditure which is incurred in pursuit of defined objectives.
Spending power	<p>DCLG measures the impact of government funding reductions against local authorities' combined income from both government funding and council tax. This combined measure of income is called revenue spending power.</p> <p>NB: in a press release from the Chartered Institute of Public Finance & Accountancy (CIPFA) following the Local Government Finance Settlement, CIPFA made the following notable comment:</p> <p><i>"CIPFA's measure of funding used in this analysis is "unfenced spending power". This is funding that councils have available to meet their priorities and fund existing staff and commitments and which is not already ring-fenced for other use. This includes Revenue Support Grant (RSG), retained business rates, council tax and a number of special grants that authorities are free to spend as they wish. In contrast DCLG's measure also includes Public Health Grant (which can only be spent on public health matters) and the Better Care Fund (which is largely NHS money or budgets that local authorities have pooled with the NHS, and can only be spent on priorities agreed with local NHS managers)."</i></p>
Unsupported (Prudential) Borrowing	Borrowing for which no financial support is provided by Central Government. The borrowing costs are to be met from current revenue budgets.
VCF	Voluntary and Community Sector