

Sheffield City Council

# Revenue Budget 2017/18



## **BUDGET REPORT 2017/18**

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# **2017/18 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 2017/18, including the position on reserves and balances;
  - approve a 2017/18 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 and testing of options for the 2017/18 budget, the Council ran a budget conversation between November 2016 and January 2017. This included a range of consultation activity with local people and partner organisations, using the publication of the Council's Medium Term Financial Strategy as a starting point. This has helped us to ensure that the proposals we are putting forward, have been shaped by people who may be affected by decisions taken as part of the budget, and that they have had an opportunity to put forward other ideas for consideration.
3. Our budget consultation activity has had two main strands this year:
  - Cabinet Member hosted Budget Conversation Events, supplemented by additional activity including an online survey and seeking people's views via social media, and;
  - Consultation with service users, stakeholders and staff on particular topics and specific proposals, including meetings with the Voluntary, Community and Faith sector, as well as the Business Advisory Panel that will also inform longer term thinking and Equality Impact Assessments.
4. Budget priorities have also been shaped by consultation activity undertaken over recent years, that has consistently confirmed public support for prioritising services for the most vulnerable. Alongside this, the approach is based on the guiding principles of operating efficiently, developing solutions for the longer

term, prevention is better than cure, and working with our communities to deliver services in a different way.

5. Feedback from the survey suggests broad agreement with the approaches. These included concentrating on finding savings from a smaller number of areas through big, multi-year changes, and basing our approach on prioritising:
  - **Prevention and early intervention:** A unified approach across the Council to drive a focus on prevention in all areas, which will mean redesigning public services to work in a more integrated and preventative way.
  - **Growth:** Encouraging business and housing growth in the city to meet changing population needs and aspirations, and to increase our tax base so that we can continue to provide the services that people rely on.
6. Our approach also involves reviewing a number of our services to see how they can operate on a more commercial basis; thinking about new ways to raise additional funding to enable us to protect the core services that people rely on.
7. Over 100 people attended our Cabinet Member hosted events. At each of the events, Members described the Council's overall financial challenge and approach, and outlined the approach proposed by one of the main Council Portfolios. Roundtable discussions were held in several of the events followed by question and answer sessions involving senior officers.
8. Commitments were made to ensure feedback from the event was carefully considered and that it would inform immediate and longer term thinking.
9. The presentations from each event have been posted on the Council website and summary reports will also be provided.
10. During January 2017 we ran an **online survey** asking people about their views on the approaches we are taking to meet the financial challenge, as well as our proposals for a suggested increase in Council Tax and our approach to the Social Care precept.
11. We also asked people about what they would like us to do differently, both in approaching the overall challenge and the approaches each Portfolio are proposing. Finally we asked whether people had further comments or suggestions on how the Council can deliver services to save money.
12. We received 171 responses to the survey. Key findings include:

- Support for our overall Council approach to tackling the financial challenge and for the approaches outlined for the Communities, Children, Young People and Families, and Resources Portfolios. However, more respondents disagreed with the approach for the Place Portfolio.
  - Agreement with our proposal for a 1.99% rise in Council Tax, and the proposal to take Government up on the offer of being allowed to increase Council Tax by up to 3% in 2017/18 specifically to support the funding of social care (the “Social Care Precept”).
13. There was a range of responses about what people would like us to do differently in relation to the overall challenge, which included more sharing of resources and collaboration, protection of services, and concerns over privatisation. The majority of people agreed with the prevention priority but a number expressed concerns over various aspects, including the impact of changes to Activity Sheffield and Parks in relation to longer term health and well-being.
14. There was an extensive range of comments and suggestions on how the Council can deliver services differently to save money. These ranged from the long-term strategy for the city, to the delivery of specific services, approaches to contracting, how assets and resources are deployed and managed, how services are paid for and how money is collected. There were a number of statements related to protecting vulnerable people and those on lower incomes, the relationship with the Government, and different approaches to working with volunteers and local people.

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

15. Alongside our corporate budget conversation, we have also consulted with people about proposals on particular themes or in specific areas. This consultation has taken many forms, depending both on the nature of the proposal and which providers, service users and communities are likely to be affected. This has included consultation with employees where we are proposing staffing reductions.
16. In **Communities** a great deal of time has been spent talking to service users and providers about our proposals in adult social care, as this represents a significant area of change from current service provision. For example, consultation on the Learning Disabilities Commissioning Strategy has taken place with service users, providers and stakeholders to establish principles and

overarching commissioning intentions, in order to enable the development of future specific proposals.

17. In **Children's and Young Peoples' and Families' Services**, we are consulting with Sheffield Futures as current service delivery will be maintained to 30 September 2017 with overall budget reduced before the finalisation and implementation of a significant change programme to strategically re-commission youth services for the next 3-5 years. We are also consulting on changes to Public Health in 2017/18 including the second year of a 3-year contract reduction for Health Visiting and School Nursing as well as achieving the full-year effect of reductions to the Sexual Health Sheffield contract.
18. Within **Place**, many of the 2017/18 proposals are internally focussed, so opportunities for specific public consultation have been limited, though a number of proposals have required discussions with representatives of Trusts and partner organisations.
19. Areas where consultation is still in progress, or will be required in the future, include the waste contract review. Our approach to reviewing a number of our services (To see how they can operate on a more commercial basis) will also require consultation with staff throughout the programme. Specific consultation in regard to proposed internal changes will be carried out with staff, as required in accordance with our policies. Additionally, if changes to front line service delivery are proposed, consultation will be carried out.
20. We have also consulted with representatives of the Voluntary, Community and Faith sector (VCF). Issues and concerns, raised in discussion with the VCF representatives, included questions about the vision for Sheffield City Council in 5 years' time; clarity on the big areas of change; and the impact of devolution. There was a desire for an ongoing dialogue on the challenges that the Council, and indeed the city, faces over a longer trajectory regarding delivering public services with decreasing budgets and an offer from the VCF sector to help identify creative solutions. 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. Where appropriate, Equality Impact Assessments on specific budget proposals include details about our approach to consulting people.
21. This information has been carefully considered by officers and Members in developing and refining the budget proposals, and reports on the consultation



activity will be made available on the Council's budget webpages at [www.sheffield.gov.uk/budget](http://www.sheffield.gov.uk/budget).

## Medium Term Financial Strategy

22. On 19 October 2016 Cabinet considered a report of the Executive Director, Resources entitled Medium Term Financial Strategy (MTFS) 2017/18 to 2021/22. This report provided an update of the Council's MTFS, to reflect the budget decision of the Council for 2016/17 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 ongoing reductions in Revenue Support Grant (RSG) of £22.8m, £15.4m and £15.5m per annum over the next three years period to 2019/20. In other words, it was projected that the level of funding would fall from the £90.6m awarded in 2016/17 to £36.9m in 2019/20. From that point, it was assumed that any remaining RSG would be exchanged for a greater level of retention of business rates income as part of the Government's plan to fully devolve business rates to local government by the end of this Parliament.
24. 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 in real terms by £1.7m in 2017/18, and;
  - The Council would receive compensation for the impact of (a) the Government's proposed changes to small business rate relief from 2017/18, and (b) revaluation of all rateable properties across England.
  - In the medium term, growth in the economy that will provide business rates and Council Tax base growth is critical to developing sustainable finances for the City Council as Government grant continues to be cut. In the short term, technical changes and the revaluation of rates by Government, mean that there are variations in our rate yield, but the need to focus on growth remains constant.
25. In addition to these funding assumptions, the Council faced additional corporate expenditure of up to £11.0m. This primarily included:



- provision for funding the increased pension contributions as a result of the 2016 actuarial review (£5.0m);
  - the unwinding of temporary budget support resulting from the restructuring of Sheffield City Trust (SCT) debt charges (£2.2m), which had been approved by Cabinet in 2013;
  - £2.0m of salary costs associated with the award of half increments (£1.8m) and the increase in the Living Wage Foundation rate (£200k), and;
  - additional Streets Ahead costs (£1.8m) due to agreed inflation rates on the annual contract charge.
26. In order to offset the additional expenditure of corporate items listed above, officers identified a number of options, of which the following was assumed to reduce the budget gap:
- Bond Capitalisation: during 2013, as planned, a bond deposit of £140m was released to pay the final lease premium for the Major Sporting Facilities (MSF). The principal and interest repayments due on this bond were initially charged to revenue. Following discussions with our external auditors, the principal element of the bond repayment is now capitalised, which has allowed the released revenue funding to support the budget from 2017/18 onwards.
27. In addition to the corporate expenditure pressures there is also the issue of rising costs faced by Portfolios due to variations in inflation, new burdens, legislation and levels of demand, particularly in social care services. At the time of publication, the MTFs included an estimate of £26.5m for Portfolio pressures in 2017/18.
28. The overall forecast picture for Sheffield City Council was for a potential shortfall of around £40.0m (£13.5m net of Portfolio pressures) in 2017/18 rising to a cumulative shortfall of £116.0m by 2021/22.

#### Multi-Year Settlement

29. An 'Efficiency Plan' was also included as part of the MTFs report; this was the main condition set by the Government in order for the Council to obtain a minimum funding guarantee of RSG up to and including 2019/20. This guarantee - officially known as the 'Multi-Year Settlement' – was subsequently

confirmed in the Provisional Local Government Finance Settlement 2017/18 announced in December 2016.

### Better Care Fund (BCF)

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

### **Autumn Statement 2016**

32. The Chancellor set out the Government's Autumn Statement (AS2016) to Parliament on 23 November 2016, an update to the 2015 Spending Review which had provided further details of how £4 trillion of government money would be allocated to departments over the next five years. The Government clearly indicated that it intended to prioritize the NHS, Defence and Housing over Local Government. No changes to departmental spending in overall terms were announced in AS2016, compared to the 2015 Spending Review.
33. The key headlines from AS2016 which were of significant interest to the Council, are listed below. Further work was then required to understand the detailed financial implications. More details emerged in the Provisional Local Government Finance Settlement – see the next section of this report.
  - The Government will no longer seek to deliver a budget surplus by the end of this Parliament (2019/20), however the Government will introduce a new Charter of Budget Responsibility with the following caveats:
    - The public finances should be returned to balance as early as possible in the next Parliament;
    - 'Cyclically-adjusted' borrowing should be below 2% by the end of this Parliament;

- Public sector net debt, as a share of GDP, must be falling by the end of this Parliament (2020/21), and;
  - Welfare spending must be within a cap, set by HM Treasury, by 2021/22.
- Continuing with the policy set out in the March 2016 Budget, the Chancellor confirmed that the threshold for **Small Business Rates Relief** would be doubled from 2017/18 and retained at that level indefinitely. This means that businesses in a single property with a value of £12k or less will pay no business rates. Tapered relief would be available on business premises valued up to £15k. Furthermore, the rateable value threshold for the standard rate multiplier would be increased from £18k to £51k, meaning that businesses with premises valued for rating purposes at less than £51k would pay around 1.4p in the pound less than those valued at more than £51k.
  - National rates of **inflation** impact on our finances – particularly on Business Rates. RPI was prudently assumed at 1.4% per annum in the MTFS, although both Treasury and the Office for Budgetary Responsibility are forecasting RPI at 2% from 2017. An increase in RPI above our latest assumptions is a double-edged sword - it increases cost pressures, but it also increases business rates income. HM Treasury has also confirmed that the switch from RPI to CPI (which is typically lower than RPI) as the mechanism for multiplier increases will take effect from 2019/20.

## Local Government Finance Settlement

34. The Government announced details of the Provisional Local Government Finance Settlement for 2017/18 on 15 December 2016. As with the previous year, the 2017/18 Settlement included indicative figures for the remaining financial years to 2019/20 (the final year of the current Parliament).
35. As the Final Local Government Finance Settlement for 2017/18 will not be confirmed until 20 February 2017, this budget is based on the latest available information. Any material changes in the Final Settlement will be reported as part of budget monitoring during 2017/18.
36. Below is a summary of the key points identified within the Provisional Settlement which focus on the impact for the Council:

- **Change in core spending power** from 2016/17 to 2017/18 for Sheffield is quoted as a **reduction of 2.0%** (compared to the England average of 1.1%);
- **Revenue Support Grant (RSG)** for Sheffield will be reduced by **£22.8m**, or **25%**, in 2017/18. This is in line with what was projected in the MTFS. By 2019/20, RSG will have reduced to around **£36.9m** (again, in line with MTFS projections).
- The **referendum trigger for Council Tax** increases has been increased to **5%**, to accommodate authorities' ability to raise a 'Social Care Precept' of up to 3% (an additional flexibility of 1% compared to 2016/17) in 2017/18, 2018/19 and/or 2019/20, although a cap of 6% over three years cannot be exceeded.
- The **New Homes Bonus (NHB)** grant will be reduced nationally by £240m to fund a new, albeit one-off 'Adult Social Care Support' Grant (see following point). This is bringing forward planned reductions from 2018/19 by reducing the number of legacy years paid. The Government is also introducing a new reduction by applying a baseline for housing growth at 0.4% of the prior year's Band D properties. It is currently estimated that this will lead to a reduction for Sheffield of £2.3m in NHB.
- A new **Adult Social Care Support** grant of £241.1m nationally, but it is only available for 2017/18. The Adult Social Care Support grant allocates funding according to the Social Care needs formula, which does not take into account the ability to raise funds through the social care precept, and is financed from a reduced New Homes Bonus allocation. This new grant is estimated to provide additional funding of £2.7m to Sheffield for 2017/18 only.
- As trailed in previous settlement consultations, local authorities with adult social care responsibilities will also receive a share of a new grant called the **Improved Better Care Fund** grant, the national allocation of which will increase from £105m in 2017/18 to £1.5bn by 2019/20. The methodology employed to distribute the Improved BCF grant takes account of both the Relative Needs formulae used for the new Adult Social Care Support grant and the ability of authorities to generate additional Council Tax income from the social care precept. The 2017/18 allocation for Sheffield is expected as £2.2m.

- The national **business rates multiplier** will increase by 2.0%, which means that the Council's £29.1m Business Rates Top-up Grant will increase by the same percentage, notwithstanding the point below regarding the 'revaluation adjustment'. This is 0.6% higher than the 1.4% projected in the MTFS.
  - **Revaluation adjustment** – in order to cancel out, as far as is practicable, the impact of the 2017 business rates revaluation on local authorities' income, business rates tariffs and top-ups will be increased or decreased accordingly. As Sheffield is adversely affected by the impact of revaluation, it will receive an increase to its top-up grant of £9.4m.
37. The Finance Settlement includes the now customary "Settlement Funding Assessment" (SFA) which represents each local authority's share of the overall local government spending control total, i.e. the total amount the Government plans to spend in respect of local government.
38. The SFA comprises the following elements:
- The Business Rates Baseline funding: the Government's estimate of each local authority's share of business rate income, and;
  - Revenue Support Grant (RSG) which includes some of the funding allocations that have been specific grants in the past.

#### Settlement Funding Assessment for 2017/18

39. The Settlement includes a reduction in the SFA of approximately £23.0m in 2017/18 (see Table 1 below). This was due to the £23m reduction in RSG. This reduction, although unwelcome, was expected due to the Council's decision to accept the Government's offer of the multi-year settlement, and which confirmed the minimum RSG amount for 2017/18 to 2020/21.
40. Overall the Council's anticipated Business Rate income is almost unchanged at £135.1m. The Council is focussed on encouraging Business Rate growth to bring in jobs and increase prosperity for the City. However an increasing number of appeals against rateable value assessments, together with the national ruling affecting some categories of properties in our Business Rate list (e.g. GP surgeries), has meant that overall forecast Business Rate income is almost unchanged. The comparison between 2016/17 and 2017/18 is set out below:

Table 1

	Actual 2016/17 £000	Provisional 2017/18 £000	Difference £000
Revenue Support Grant	90,592	67,790	(22,802)
Baseline Business Rates Funding	135,255	135,100	(155)
<b>Total Settlement Funding Assessment</b>	<b><u>225,847</u></b>	<b><u>202,890</u></b>	<b><u>(22,957)</u></b>

Specific Grants

41. 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 2017/18 revenue budget. The majority of these grants are already included in Portfolio/Service budgets and the proposals set out in the budget implementation plans.

Table 2

	Actual 2016/17 £000	Budget 2017/18 £000	Variance £000
Housing Benefit Admin Subsidy Grant	2,551	2,351	-200
Council Tax Support Admin Subsidy Grant	873	855	-18
NHS Funding	12,399	12,399	0
CCG Better Care Income	0	5,000	5,000
Improved Better Care Fund	0	2,188	2,188
Public Health	35,100	34,235	-865
Business Rates Top Up Grant	29,124	39,583	10,459
S31 Grant for Small Business Rate Relief	2,880	3,976	1,096
S31 Grant for Business Rate Cap 2014/15 & 2015/16	1,490	1,467	-23
New Homes Bonus	9,323	7,029	-2,294
Independent Living Fund	2,779	2,688	-91
Adult Social Care Grant (One Off)	0	2,717	2,717
<b>Total</b>	<b><u>96,519</u></b>	<b><u>114,488</u></b>	<b><u>17,969</u></b>

42. The overall net increase in specific grants of £18.0m for 2017/18 reflects the following key changes:
- Business Rates Top Up Grant: this grant is uplifted by RPI every year, and in 2017/18 it is also increased to offset the adverse impact of 2017 revaluation;
  - CCG Better Care Income: as a result of ongoing discussions with the local NHS Clinical Commissioning Group, the Council has agreed £5m of contribution (not grant) to partly offset the £9.3m shortfall in savings from the Better Care Fund which was first reported in the 2015/16 budget;
  - Adult Social Care funding: the Government is planning to introduce £241m of new funding in 2017/18 for authorities with adult social care responsibilities. Authorities will receive a share of this funding in proportion to the so-called 'Relative Needs Formula'. This grant is only available for 2017/18 and is effectively recycled from cuts to New Homes Bonus funding;
  - Improved Better Care Fund grant: also referred to in the previous section (Local Government Finance Settlement), this is a new grant for 2017/18 which is to support authorities with adult social care responsibilities, rising from £2.2m next year to around £22.0m by 2019/20;
  - New Homes Bonus: also referred to in the previous section (Local Government Finance Settlement), the Council's allocation is expected to fall by £2.3m due to planned reductions in the number of legacy years paid, and unexpectedly exacerbated by the introduction from 2017/18 of a baseline for housing growth at 0.4% of the prior year's Band D properties;
  - Public Health: the Government is applying a reduction of circa 2.6% to the 2016/17 allocation of the Public Health grant. This will result in a reduction of £865k for Sheffield.
43. The position shown in the previous table does not include various education-related grants such as Education Services Grant (ESG) and Dedicated Schools Grant (DSG), most of which is "passported" (i.e. passed on) to schools.

#### Dedicated Schools Grant (DSG)

44. The provisional 2017/18 DSG settlement amounts to £398m for Sheffield, of which it is currently estimated that £337m will be passported directly to schools. The remaining funding is used to provide early years activities (£33m), service



for children and young people with special education needs and disabilities and statutory educational services (£28m). The final settlement for DSG will be received in the spring; however, this early indication represents an overall cash standstill for the organisation.

45. As part of the Autumn Statement 2015, the Government announced that it would consult on plans to introduce a national funding formula for schools, high needs and early years. The first stage consultation was launched in March 2016. Further to the consultation, the Government has decided to postpone the introduction of the new funding formula from 2017/18 to 2018/19. The financial impact for Sheffield will be assessed in further detail as part of the 2018/19 business planning process, however it is expected that the amount of DSG held centrally to fund services delivered by the Council on behalf of schools will come under increasing pressure. Further information is available in **Appendix 5** (Corporate Financial Risk Register) of this report.

#### Education Services Grant (ESG)

46. In the 2015 Spending Review, it was announced that the Government intended to make a saving of £600m by removing the general funding rate element from ESG in 2017/18, leaving only the retained duties funding rate component. Although the Government intends to provide a certain level of transitional protection in 2017/18, the likely impact on the Council is that its total ESG allocation in 2016/17 of £4.4m will fall to £1.1m; this element is now rolled into the DSG and will require agreement from the schools forum. This cut of £3.3m has been reflected as a pressure in CYPF's Budget Implementation Plan.

### **Business Rates income**

47. In April 2013 the Government introduced the Business Rates Retention scheme. As a result the Council collects all of the business rates in its area, but it is only allowed to keep a share (49%). The remaining portion is paid over to Government (50%) and South Yorkshire Fire Authority (1%). The Council therefore has an incentive to maximise this source of income, in order to mitigate the impact of reductions in RSG. Government recently announced business rates will be retained locally in full in the course of the next Parliament, but implementation is not expected until 2019/20.
48. 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.

49. In order to counteract this national imbalance, the Government implements a system of top-ups and tariffs to re-distribute business rates across the country. Authorities with a relatively high level of business rates pay a tariff into a national pot which is then used to pay top-ups to those authorities with relatively low levels of business rates. The Government has set the level of tariffs and top-ups for a period of at least seven years with effect from April 2013, although top-ups and tariffs will increase by inflation over that period. They will also be subject to a 'revaluation adjustment' – see paragraph 24 for further details.
50. The Council is required to provide an estimate of how much business rates income it will collect and therefore how much it will rely upon in setting the budget for 2017/18. The basis for doing so is set out on a statutory return called the NNDR1, which the Council is required to submit to Government by 31 January every year. 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 2017/18 that will be based on experience of recent years and the use of the most up to date information available.
51. The first assumption the Council needs to make is the number of business premises in Sheffield that are liable for business rates. Using the revaluation draft list issued by the Valuation Office Agency as the starting point; it is estimated that the number of business premises in Sheffield that are liable for business rates is 18,541 (18,028 as at 31<sup>st</sup> December 2015) with an aggregate rateable value of £543.51m (£534.90m as at 31<sup>st</sup> December 2015). This includes two parts of the city where special rules apply.

#### Sheffield Retail Quarter and Enterprise Zone

52. As shown in the table below, the parts of the city referred to as the Sheffield Retail Quarter 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”.

Table 3

	£m	
Sheffield Retail Quarter	3.040	0.6%
Enterprise Zone	5.387	1.0%
Rest of Sheffield	535.084	98.4%
<b>Total</b>	<b>543.511</b>	<b>100%</b>

53. The Sheffield Retail Quarter is expected to see substantial long-term growth in business rates, which will be re-invested to improve the infrastructure of the city centre. Sheffield is one of only three authorities in England who have successfully applied for this status as part of the Government’s programme of city deals, the other two being Newcastle and Nottingham. In 2017/18, there is no forecast surplus amount payable over and above the baseline.
54. 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 Sheffield City Region) which then decides how those receipts should be invested. Without this arrangement, this income would have to be paid back to the Government. In 2017/18, the amount payable to the Sheffield City Region over and above the baseline, and including the Government’s Enterprise Zone qualifying relief, is estimated at £904k.

Calculating the Business Rates Estimate for 2017/18

55. Based on the 2017/18 rating multiplier (the “rate poundage”, which is set by Government) this produces a gross business rate estimated income (the “Gross Rate Yield”) of £255.2m (£260.4m in 2016/17). 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 £44.4m (£37.1m in 2016/17).

- Losses and costs of collection: this includes an estimate of the bad and doubtful debts in 2017/18, the potential legal and other recovery costs. Using the assumptions set out in Government guidance, the estimated figure is £3.7m (£2.8m in 2016/17).
56. 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).
  57. Appeals are a notoriously difficult area to forecast. The provision for losses due to appeals that was carried forward at 31<sup>st</sup> March 2016 amounted to £23.9m and was based on information relating to the level of outstanding appeals, assumptions about the likely level of “success” for the claimant and potential further claims lodged. However, because of the large volume of appeals, decisions by the VOA can take several years.
  58. As at 31<sup>st</sup> December 2016 more than 1500 unique properties were under appeal (many of them with multiple appeals). These include appeals relating to significant national issues (GP surgeries, ATM’s and Virgin Media) which could be very costly to the Collection Fund. Using the same methodology as above the provision needed to prudently cover all these outstanding appeals is now estimated at around £33.3m.
  59. The forecast of refunds, relating to appeals specific to 2017/18 rates payable is again problematic. With a revaluation due in April 2017 this is the last year (of seven) of the 2010 rating list and so in theory the number of appeals should reduce as businesses await the revaluation. The Government has also capped the backdated element of future appeals to 1 April 2015, which may discourage appeals as the potential gains are reduced. However, the Government is also introducing new appeals legislation with effect from 1 April 2017, known as ‘Check Challenge Appeal’. In theory, this should reduce the volume of speculative appeals, but it is impossible at this stage to predict how successful at appeals businesses will be through the new legislation.

#### Overall Business Rates Estimate for 2017/18

60. Based on assumptions relating to reliefs and appeals, it is estimated that the total net business rates for Sheffield will amount to £197.3m in 2017/18 (£217.2m in 2016/17). However, this is then appropriated between Government and local authorities (the City Council and SY Fire Authority) on the 50:50 basis set out in the Business Rates Retention scheme (adjusted for designated areas). Business Rate income is taken to the Council’s Collection Fund, where

the appropriations are made. The estimated Collection Fund for 2017/18, relating to business rates, is shown below.

Table 4

**Collection Fund - Business Rates Estimate for 2017/18**

2016/17 £'000		2017/18 £'000
260,435	Gross Business Rates income yield	255,159
-37,070	LESS Estimated Reliefs	-44,388
-2,787	Losses in Collection	-3,722
-3,385	Losses on Appeals re Current Year Bills	-9,790
<u>217,193</u>	Net Estimated Business Rates	<u>197,259</u>
Appropriation of net business rates:		
106,282	Sheffield City Council	96,746
2,151	SY Fire Authority	1,953
107,508	Government	97,599
1,252	Designated Areas	961
<u>217,193</u>		<u>197,259</u>

61. The estimated 49% of net business rates for Sheffield amounts to £96.7m in 2017/18 (£106.3m for 2016/17). It is proposed that the Council budget for 2017/18 includes this figure as its share of business rates income.

**Council Tax income**

**Council Tax base for 2017/18**

62. It is proposed to set a Council Tax Requirement of £182.08m for 2017/18 and is based on a 1.99% increase. There is also an option provided by the Government to charge a 3% Social Care Precept in 2017/18, adding £5.46m to the 2% precept charged in 2016/17 (£3.46m). This brings the total Council Tax Requirement to £191,04m and results in a Band D Council Tax of £1,428.36. This includes a determination that the Council Tax base – the number of properties on which a tax can be charged – will be 133,743.89 Band D equivalent properties. This represents an increase in the tax base of 1.13% compared to the previous year.

63. 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**.
64. A summary of the Council Tax levels by band can be found in Table 11 in the ‘Financing the 2017/18 Budget Requirement’ section of this report. Further details can also be found in **Appendix 6**.
65. The calculation of the tax base for 2017/18 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 1,543 band D equivalent properties.
  - There has been a decrease in the expected Council Tax Support Scheme (CTSS) caseloads. This reduction amounts to 699 fewer band D equivalent properties claiming Council Tax Support.
  - There is an increase of 752 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 2017/18: 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 income. 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 for many taxpayers resulting in late payments and non-payment of Council Tax. Therefore for tax base setting purposes in 2017/18, 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 2016/17. 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.
66. The Council Tax Base for 2017/18 has therefore been determined as 133,743.89 Band D equivalent properties, as shown in Table 5 below. This is an increase of 1490.17 properties (or 1.13%) compared to 2016/17 and will result in an increase in Council Tax income of £11.1m assuming a 1.99%

increase in Band D Council Tax and a 3% Social Care Precept. Of the £11.1m increase, £2.0m is as a result of the net increase in Band D equivalent properties, £3.6m is due to the proposed 1.99% increase in Band D Council Tax and £5.5m is due to the Social Care Precept.

Table 5

	Band D equivalent number of properties
Council Tax Base of Band D equivalent properties for 2016/17	132,253.72
Additional properties in 2016/17	1,543.22
Reduction in properties entitled to CTSS	699.14
Increase in number of properties entitled to discounts / exemptions	-752.19
Council Tax Base of Band D equivalent properties for 2017/18	133,743.89

#### Council Tax referenda

67. The Localism Act 2011 introduced the 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 excessive, a referendum is required in respect of that amount.
68. The principles upon which a Council Tax is considered to be excessive are determined by the Secretary of State for Communities and Local Government. This replaces the capping powers that were previously available to the Secretary of State.
69. The principles in previous years determined that the “basic amount of Council Tax” is excessive if the 2017/18 tax is 2%, or more than 2%, greater than the tax for 2016/17.
70. The 2015 Spending Review and Autumn Statement announced that authorities would be given an additional 2% flexibility on their current Council Tax referendum threshold with effect from 2016/17, to be used entirely for adult social care, taking the total referendum limit to 4%. This flexibility has been increased by a further 1% from 2017/18.



## **Business Planning for 2017/18**

71. The Council's approach to managing its financial position in the medium term is controlled through the Business Planning process. This requires Services and Portfolios to develop business plans, which show what activities will be provided in 2017/18 for a specified cash limited budget. The Business Planning process for 2017/18 began before the consideration of the MTFS report by Cabinet in October 2016.
72. As reported in the MTFS, 2017/18 is the seventh year of the Government's austerity programme, and we have had to plan for another cash reduction in our Revenue Support Grant, this year by £22.8m. Given the scale of the year-on-year reductions we have faced, it is becoming increasingly difficult to balance the budget whilst protecting our front-line services, particularly by trying to make a series of across-the-Council percentage cuts to each service.
73. Consequently, for 2017/18, we have changed approach from a blanket requirement for Portfolios to find a given percentage of savings in their net budget, to concentrating on finding savings from a smaller number of discrete areas. This means that we are identifying a four-year programme of transformative strategic changes in individual services, intended to release sufficient savings, to enable our budget to be balanced. This programme is supported by a Council-wide continuing search for lower level "tactical" reductions in expenditure, where we identify that there is scope for further efficiencies in individual services.

## **Formulation of the budget for 2017/18**

74. In formulating the budget for 2017/18, 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, whilst others reflect the continuation of current Council policy. The following section shows those items that have been included in the proposed budget, along with a summary table (Table 6) which demonstrates how the Council's revenue budget for 2017/18 has been balanced.

### Funding from Government

75. The earlier part of the report provided details of the Local Government Finance Settlement for 2017/18. The Settlement resulted in a reduction in RSG of £22.8m for 2017/18. Further details of variations to specific grants are also provided earlier in this report.

76. The overall reduction in funding from Government is around £13.9m.

#### Business Rate income

77. 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 £96.7m, which is a decrease of circa £9.6m compared to £106.3m in 2016/17. This is offset by a corresponding increase in the Business Rates Top Up Grant.

#### Council Tax income

78. The determination of the Council Tax base has resulted in additional income of £10.9m, as reported earlier. This assumes that the actual Band D equivalent tax will increase by 1.99% for the City Council's element and a further 3% for the national arrangement for the social care precept from April 2017.

#### Collection Fund surplus

79. The Collection Fund position has been determined at 15 January 2017, as required by statute. There is an estimated surplus for the City Council of £398k. For further details, please refer to the 'Financing the 2017/18 Budget' section of this report.

80. The 2016/17 revenue budget benefitted from a one-off payment of £283k from the Collection Fund based on the estimated surplus for 2015/16. This initially created a pressure on the 2017/18 budget, however it has been offset by a similar surplus for 2016/17.

#### Additional Budget Provisions

81. There are a number of proposed additions to the budget for 2017/18, the most significant of which are as follows:

- **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 additional taxation (for instance, the apprenticeship levy), onerous legislative changes to the Council's statutory responsibilities and by loss of funding. The total cost of Portfolio pressures amounts to around £26.1m. Details of the pressures are in **Appendix 1**.

- Better Care Fund (£9.3m): The Council and the CCG agreed when the BCF was set up, that £9.3m of funds would be made available in total by the two partners. The NHS would fund £5m, and the Council would fund £4.3m as a one-off in 2015/16, with the aim that the BCF would identify savings to eliminate the need for this contribution after 2015/16, or the CCG would identify a source of funds for it. However, to date, there has been slippage on this approach, and the underlying savings have yet to emerge. Consequently, we recognised and found one-off funds to address the £4.3m in 2016/17, and intend to do so again in 2017/18. However, this area remains a significant risk in our budgets for 2018/19 onwards, as no on-going source of funds has yet emerged. We and the CCG continue to discuss the funding and management of the BCF.
- Streets Ahead (£4.5m): the Council investment in the Streets Ahead programme will result in the required amount increasing by £4.5m as planned. This consists of contract inflation of £1.2m and repayments to borrowing for the programme of £3.3m.
- Strengthening Families / Thinking Forward investment (£4m): as part of its 5-year change strategy, which builds on the existing successful platform of prevention and early intervention, the Children Young People & Families (CYPF) Portfolio is in the process of applying for £4m of funding from DCLG, in conjunction with the other three South Yorkshire councils. This funding has been assumed within the CYPF savings. However, at the time of writing this report, there was no firm indication from DCLG that the funding bid would be successful. It has therefore been deemed prudent to underwrite CYPF's exposure in the short term, as the change strategy will deliver savings in the medium term.
- Social Care Risk (£2.0m): as mentioned previously, the Council is faced with increased levels of demand for services and rising costs of service provision, particularly in the area of social care. These pressures are worsened by the risk of loss of specific grants. The Council is proposing to use £2.0m in order to minimise the impact of uncertainty caused by the national underfunding of social care.
- Pay strategy: the expected net cost of half-increments and ongoing commitment to paying the foundation living wage is around £2.0m greater than the 2016/17 budget, after taking account of the 3 days' mandatory unpaid leave introduced in 2015/16.

## Reductions in budget provision and additional income

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

- MSF capital financing costs (bond capitalisation): as previously stated in the MTFS section of this report, the Council has agreed with the external auditors that the principal element of the Major Sporting Facilities (MSF) bond repayment is capital expenditure, releasing £9.4m of revenue funding to support the budget from 2017/18 onwards.
- 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 £737k.
- Independent Living Fund (£2.7m): due to the late announcement of the ILF grant allocations for 2016/17, the Council prudently assumed, when setting the 2016/17 revenue budget, that there would be a shortfall in funding to support ILF users. The Council eventually received confirmation that the ILF grant would continue, so this pressure no longer needs to be recognised corporately in 2017/18. The funding has been used in 2016/17 to offset in-year social care cost pressures.
- Corporate redundancy budget (£2.0m): this budget was set at £8.2m in 2016/17. Due to lower than anticipated voluntary early retirement and voluntary severance applications, £3.0m has been released from this budget in-year to offset social care pressures. As stated later in this report, the potential workforce impact, arising from the recommended savings proposals to set the 2017/18 budget, suggests that the corporate redundancy budget can be reduced by £2.0m to £6.2m in 2017/18.
- Growth Investment Fund (£1.4m): this Fund is part-funded from New Homes Bonus grant. The grant is paid by DCLG and passported from the corporate budget, to the Fund, for investment in projects to stimulate economic growth. As stated earlier in this report, the Council is expecting to receive £2.3m less NHB next year due to central government funding cuts, however the Council is setting aside £0.9m of its own funding to minimise the impact on economic growth prospects. Funds will, for example, be targeted at those projects which maximise business rates income. It is essential to increase our

business rates income so that we can continue to provide the services that people rely on.

- Other contingency (£1.6m): a corporate contingency was set up in the 2016/17 budget to offset potential social care contract cost pressures. Having been used this year to reduce the impact of social care overspends, it is proposed to release this contingency because the proposed Communities portfolio 2017/18 base budget now recognises the estimated increase in contract cost pressures.

#### Contribution from Reserves in 2017/18

83. The budget proposals involve the use of reserves to meet expenditure in 2017/18, and/or smooth costs in future years, for various purposes which are explained further in **Appendix 4**. One of the main uses in 2016/17 includes a £65.1m early pension deficit payment. This payment covered the amounts that would have been due to South Yorkshire Pensions Authority for the 3 years covering 2017-20. The early payment allows access to a substantial £4.2m discount, which has subsequently reduced the additional budget requirement for pensions.

#### Table 6

Please see overleaf.

NB: the total pressures and savings figures are shown net of the c. £900k cut to Public Health grant.

	£m	£m	£m
Reductions in funding from Government			
Reduction in Revenue Support Grant (RSG)		22.8	
Business Rates Income loss - Revaluation		9.4	
Variations in Specific Grant	-6.7		
Small Business Rates Relief Grant	-1.1		
Additional Business Rates Top Up Grant	-10.5		
		<u>-18.3</u>	
			13.9
Portfolio pressures			
Loss of funding		8.6	
Increasing demand on services		13.1	
Pay & price inflation		3.3	
Legislative changes		1.1	
		<u>26.1</u>	
			26.1
<b>2017/18 budget gap before portfolio savings proposals</b>			<b>40.0</b>
Portfolio savings proposals			-25.7
<b>2017/18 budget gap after portfolio savings proposals</b>			<b>14.3</b>
Additional Council Tax income			
1.99% increase in council tax		-3.6	
3% Social Care Precept		-5.5	
Growth in tax base		-2.0	
		<u>-11.1</u>	
			-11.1
Collection Fund estimated surplus in 2017/18			-0.4
Removal of one-off items			
Collection Fund estimated surplus in 2016/17			0.3
Portfolio Adjustments			-1.4
Additional budget provisions			
Increments		2.0	
HW PFI Capital Financing Costs		3.3	
Streets Ahead Contract		1.2	
Strengthening Families - Thinking Forward Investment		4.0	
Social Care Risk		2.0	
Schools and Howden PFI		0.2	
Infrastructure Investment		0.3	
Better Care Fund		9.3	
Other		0.5	
		<u>22.8</u>	
			22.8
Budget reductions			
Capital financing costs		-0.7	
Growth Investment Fund		-1.4	
Independent Living Fund Pressure		-2.7	
Redundancy Provision		-2.0	
MSF Capital Financing Costs		-9.4	
Other Contingency		-1.6	
			<u>-17.8</u>
			-17.8
Planned contributions from reserves to support the revenue budget			-6.7
<b>2017/18 budget gap</b>			<b>0.0</b>

## Savings proposals for 2017/18

84. 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 3 March 2017. The total amount of Portfolio savings are £25.7m. If any of these proposals were not to be approved by Council then alternative compensating savings would need to be identified and recommended to Council. Details of the Portfolio savings are in the Budget Implementation Plans (attached at **Appendix 2**).

Table 7

Portfolio	Savings Proposals for 2017/18 £m
Communities	-9.9
CYPF	-7.1
Place	-7.1
PPC	-0.2
Resources	-1.5
<b>Total</b>	<b>-25.7</b>

## Development of Portfolio Budgets

85. The following table (Table 8) shows how the portfolio budgets are proposed to change from 2016/17 to 2017/18. The three main reasons for changes to portfolio budgets are:

- Pressures (£27.0m) – further details can be found in both **Appendix 1** as well as the budget implementation plans in **Appendix 2**;
- Savings (£26.6m) – further details can be found in the budget implementation plans in **Appendix 2**;
- Other movements (£3.5m net increase) – virements from corporate items to Portfolios, in relation to the Streets Ahead contract inflation (£3.5m) and pay strategy (£2.0m), offset by the cessation of temporary funding for Portfolio budgets in 2016/17 (£2.0m).



Table 8

	Original Budget 2016/17	Pressures 2017/18	Savings 2017/18	Other Movements 2017/18	Original Budget 2017/18
	£000	£000	£000	£000	£000
<b>Portfolio budgets:</b>					
Children Young People and Families	66,423	8,976	-7,675	-1,485	66,239
Communities	136,587	13,512	-9,991	-47	140,061
Place	129,101	3,477	-7,171	3,335	128,742
Policy Performance and Communications	1,900	252	-232	-22	1,898
Resources	52,224	798	-1,515	1,693	53,200
	<b>386,235</b>	<b>27,015</b>	<b>-26,584</b>	<b>3,474</b>	<b>390,140</b>

86. The figures in Table 8 demonstrate that, subject to Full Council approval, the two Portfolios with social care responsibilities will be afforded relative protection from the cuts required to mitigate the impact of central government funding reductions.

87. It is also worth noting that some specific budget transfers give the appearance of an increase to the Resources Portfolio, when in reality the Portfolio over-achieved its savings target, specifically:

- service transfers (e.g. Kier Asset Partnership Services);
- ongoing centralisation of activities (e.g. cleaning, Customer Services, information and communication technology), and;
- unwinding of planned repayments to the invest-to-save reserve for the office accommodation programme.

88. Therefore, setting aside 'other movements', the net change in the four portfolios is as follows:

- Communities – £3.5m increase
- CYPF – £1.3m increase
- Place – £3.7m reduction
- Resources (including PPC) – £0.7m reduction

89. The net £3.5m increase in the Communities budget understates the scale of the challenge facing the Council's social care services. As previously stated in the Council's 2017-22 MTFS, the projected budget gap for these services is caused by the increase in new funding (i.e. social care precept, Improved Better Care

Fund grant and the recently announced one-off Adult Social Care Support Grant) failing to keep pace with the inexorable rise of cost pressures (especially due to national living wage inflation as well as demand). In addition to ASC cost pressures, the Council's Revenue Support Grant will be reduced by £22.8m in 2017/18. This cut exceeds the rise in ASC funding by £12.4m, resulting in an overall cut in the funding available to all services, and so reduces the amount of protection that can be given to ASC spending.

90. As shown in the chart below (Figure 1), there is a residual gap on social care services of £18.2m, after allowing for £10.3m of so-called additional funding being made available, namely:

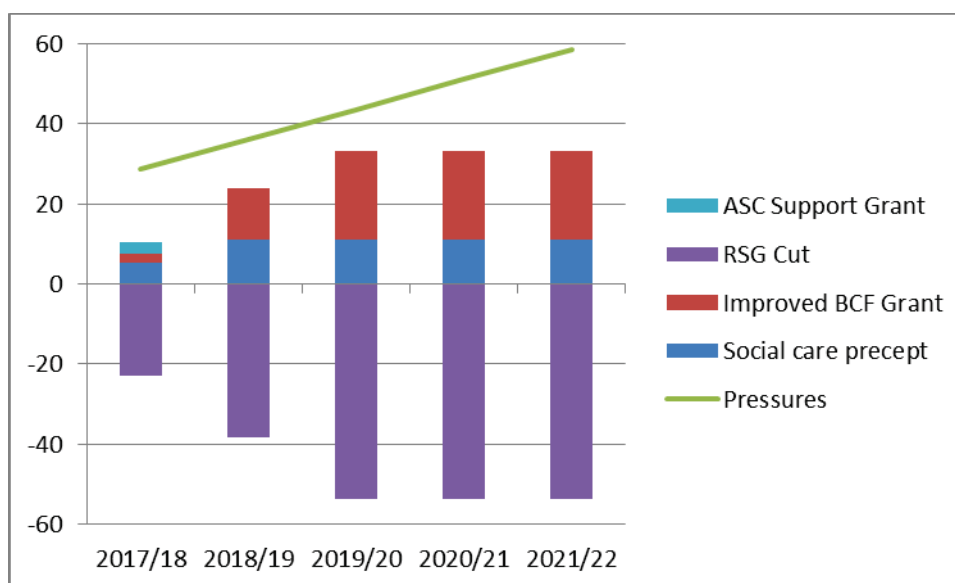
- Adult Social Care precept (£5.4m);
- Adult Social Care Support Grant (one-off for 2017/18 only) (£2.7m), and;
- Improved BCF grant (£2.2m).

91. It is proposed to allocate this funding as follows:

- £3.5m cash increase for Communities;
- £4.3m to offset the shortfall on BCF (as referred to earlier in this report), and;
- £2.5m to mitigate against BCF risks.

92. The chart (Figure 1) clearly shows that the Council faces an immediate challenge in 2017/18, in managing the combined impact of £22.8m of RSG cuts and £28.5m of social care cost pressures – i.e. £51.3m in total – with only £10.3m of additional ASC funding (of which £2.7m is temporary) and no additional funding for children's social care. The challenge is compounded over the medium term, with a cumulative gap between social care cost pressures and resource levels of £79.2m by 2021/22.

Figure 1 – Social care cost pressures compared to resource levels (£m)



## Revenue Budget position for 2016/17

93. At its meeting in March 2016, the Council approved a Net Revenue Budget for 2016/17 of £406.057m. The Council increased Council Tax by 3.99% from the previous year, raising the rate for a Band D equivalent property to £1360.48.
94. 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.
95. The budget monitoring position at month 9, covering the period April to December 2016, shows a forecast overspend of £4.1m. Further details can be found in the table below.
96. The cumulative effect of funding cuts due to the national austerity programme, combined with emerging social care pressures and the challenge of securing funding from Health are making the Council's current financial predicament extremely difficult. Based on the current trajectory, and in spite of a major review of corporate budgets, it would appear highly likely that the Council is going to overspend this year. Consequently a contribution from reserves of £3m to £4m is forecast to be required. As the General Fund Reserve is at its minimum assessed prudent level, and most of the Council's other reserves are already committed (earmarked) towards future expenditure, it is likely that we will have to use uncommitted Growth Investment Fund (New Homes Bonus) monies to cover this overspend. Although measures are being considered, and

plans are being put in place to balance the budget for 2017/18, the strategy to bring social care pressures under control will take at least a year to implement.

Table 9

Portfolio	Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 7
CYPF	73,369	67,084	6,285	↑
COMMUNITIES	145,741	138,673	7,069	↓
PLACE	144,653	145,010	(357)	↔
POLICY, PERFORMANCE & COMMUNICATION	2,388	2,237	151	↔
RESOURCES	55,587	56,607	(1,020)	↓
CORPORATE	(417,665)	(409,611)	(8,055)	↔
<b>GRAND TOTAL</b>	<b>4,073</b>	<b>-</b>	<b>4,073</b>	↓

## Balances and Reserves

97. 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.
98. The Executive Director of Resources 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

99. 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 2017/18.

## Levies

100. The Council currently has approximately £24.1m in its revenue budget for levies. This includes the following :

- Sheffield City Region (SCR) Combined Authority Local Transport Board (CALTB) levy; the SCR Combined Authority approved its budget for 2017/18 on 30 January 2017. A transport levy reduction of £1.2m 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 £198k and £208k respectively in 2016/17. The figures for 2017/18 are £187k and £221k respectively.

## Portfolio Revenue Spending Plans for 2017/18

101. 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.
102. 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

103. Our budget for 2017/18 is driven by the five priorities of our Corporate Plan:
- **An in-touch organisation:** This means listening; being connected and being responsive to a range of people and organisations; ideas and developments. This includes local people; communities and Government, as well as keeping pace with technology. This means understanding the increasingly diverse needs of individuals in Sheffield, so the services we and our partners provide are designed to meet these needs. It also means understanding how to respond. This priority is also about empowering individuals to help themselves and providing opportunities to do this, so they and their communities are increasingly independent and resilient.
  - **Strong economy:** This means creating the conditions for local businesses to grow and making Sheffield an attractive location to start a business. We want Sheffield to achieve our economic potential and for the pace of Sheffield's economic growth to quicken, particularly in the private sector. This means being well-connected, both physically and digitally, building on our success as a city that supports businesses to grow and play a full, distinctive role in the

global economy. We want local people to have the skills they need to get jobs and benefit from economic growth; and to make the most of the distinctive things Sheffield has to offer, such as cultural and sporting facilities.

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

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

- Those in greatest need should take priority.
- Those with the most resources should make the biggest contributions.
- The commitment to fairness must be for the long-term.
- The commitment to fairness must be across the whole city.
- Preventing inequalities is better than trying to cure them.
- To be seen to act in a fair way as well as acting fairly.
- Civic responsibility - all residents to contribute to making the city fairer and for all citizens to have a say in how the city works.
- An open continuous campaign for fairness in the city.
- Fairness must be a matter of balance between different groups, communities and generations in the city.
- The city's commitment to fairness must be both demonstrated and monitored in an annual report.

105. We need to find savings of around £40m to meet grant cuts and pressures in 2017/18 compared to 2016/17. The Council is structured with four large spending Portfolios: Communities; Children, Young People and Families; Place; and Resources. Our approach to the budget has been to seek to identify budget savings from different Portfolios, whilst bearing in mind the Council's overall priorities and the fairness principles.

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

### **Communities**

107. The Communities Portfolio provides services which aim to ensure, support and promote thriving communities. Our vision is to help people to stay independent, safe and well for longer, and that if people do need either short-term or long-term support, this is delivered in such a way to maintain and support independence.

108. The Portfolio provides services relating to Adult Social Care, Housing, Libraries and Community Services and Safety. The majority of our budget in 2016/17 was allocated to Adult Social Care amounting to £115m. Housing Services not funded by the Housing Revenue Account, received £13m of investment in



2016/17, and Community Services, including Libraries, received £5.9m. Public Health Funding amounted to £12.4m.

109. As the demand for our services continues to rise and central government funding for local councils continues to reduce, we will build on the existing transformational change delivered over the past four years. This will mean continuing changes in how our statutory services are delivered and provided. There are other changes which will impact upon the Communities Portfolio, other than government grant reductions, such as changes to the minimum wage, which will impact on providers commissioned to deliver care services by the Council.

### **Adult Social Care and Public Health**

110. We are committed to ensuring that Sheffield people can stay healthy, stay out of hospital and live independently at home for as long as possible. Our vision is for **people to keep well** and, for those who need support, that it is **active and joined-up**. The city has set out its priorities in this area in the Joint Health and Wellbeing Strategy and this is reflected in our Corporate Plan for 2015-18. We will therefore focus our remaining spending in this area on:

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

111. In 2017/18 we will continue to work closely with our partners NHS Sheffield Clinical Commissioning Group (CCG). Together with the CCG, we will continue to have a single budget for health and social care under the Better Care Fund. The Better Care Fund is one example of how we are working hard to make services more joined up and efficient with our partners. The exact composition of the Better Care Fund in 2017/18 is still being finalised, but will focus on those at risk of admission to hospital and those, for whom, there is the greatest opportunity to maintain their wellbeing.

112. The scale of the continued funding reductions means that we continue to have to make difficult decisions. However, our plans to manage our reduction in

funding in 2017/18 are rarely straight cuts in funding but more usually a redesign of how services are delivered. These changes include:

- Supporting people earlier, so that they have less of a need for long-term care and support (£614k). We also aim to reduce the number of people who live in care homes, by supporting them to live at home for longer (£57k) and support people who live at home with more equipment and assistive technologies to help them to live as independently as possible (£124k).
- Working with the NHS Clinical Commissioning Group, Sheffield Health and Care Trust, and other partners, to reduce the £3.7m over-commitment on the Council's Mental Health budgets by £2.5m. The net impact in 2017/18 will be an increase to the Council's Mental Health budget of £1.2m, compared to 2016/17.
- Enabling adults with a learning disability to live in less restrictive, institutional settings and live as independently as possible (£1.4m).
- Changing our approach to how we support adults with dementia, focussing more on investment in services in the local community (£200k).
- Reviewing the packages of adults with low levels of need, who may no longer need our formal support and can live independently with support from their local community (£152k).

113. There are also some changes we need to make to how we work internally.

These include:

- Redesigning our social care teams to ensure they support communities better and as efficiently as possible (£489k). We have also reduced our dependence on agency staff in our in-house learning disabilities service (£492k).
- Ensuring that our systems and processes are effective, so that where our customers are able to make a contribution to their care and support, or are in debt to us, we work sensitively and fairly with them to receive or recover the income (£925k).
- Making sure our community equipment service, which we commission with the CCG, works effectively and only delivers the equipment people need (£42k).
- Reducing our budget for post and mail (£30k).

- Not recruiting to posts that are vacant and, where required, restructuring our staffing teams (£267k).
114. Finally, in some cases we will need to make reductions to services. This includes delivering savings from our housing independence commissioning programme (£566k), reducing the community support worker service to partially offset the ending of temporary funding (£228k), reducing the number of places available to support those with drug and alcohol addictions with residential rehabilitation care (£50k), and realising the full year financial impact of savings plans agreed in the 2016/17 budget to restructure our in-house reablement service (£315k).
115. Central Government has given local authorities the power to raise additional Council Tax to pay for the increased costs of Adult Social Care. As part of the proposed budget, it is the intention to raise Council Tax by the 3% allowed by Central Government to offset some of the increased costs of Adult Social Care.
116. It is requested that authority is delegated to the Executive Director of Communities to approve any uplift in payments to providers in respect of care homes and domiciliary care providers. Any uplift is currently subject to negotiation with the Council's external providers and will be limited to agreed budgetary levels.

### **Services in Sheffield's communities**

117. Our aim is for **thriving communities** in Sheffield. We want our services to support communities to build strong links and to have places to come together. We want people to feel they are listened to and enable them to access support and gain benefit from, community infrastructure, assets and actions. 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.
118. We will continue to work closely with South Yorkshire's Police and Crime Commissioner (PCC) to ensure that we spend our budget relating to community safety in the best way to address the priorities of Protecting Vulnerable People, Tackling Crime and Anti-Social Behaviour and Enabling Fair Treatment. Our investment in this area includes a specific budget for small grants to address emerging community safety and anti-social behaviour issues in communities.
119. We also support specific groups of people - for example, we spend over £8m supporting people who misuse illegal drugs and alcohol. 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.

120. Changes to our library service, to introduce a new structure and service, were implemented from October 2014. This implementation included asking some community groups to take over the running of some libraries, whilst still having a core network of council-run and staffed hub libraries. In order to maintain the viability of the non-council run libraries we will be supporting these groups to demonstrate the long term viability once allocated funding ceases after 3 years. However, in order for this to continue to be possible, we will be increasing fines for adults from 10p to 20p a day (£40k) and temporarily reducing our libraries and community services budget (£112k). We will also hold any vacancies that we have across the whole of this area (£138k).

### **Housing Services**

121. Some housing services, which benefit council tenants as well as the wider community, are funded from a combination of Housing Revenue Account funding and General Fund. This funding blend will be adjusted in 2017/18 to reflect current costs (£225k). The High Support Service, which supports families who are homeless or at risk of homelessness because of antisocial behaviour, will become a dedicated council housing service (£245k).
122. In the next year we will be making some changes to our Local Assistance Scheme, changing how the scheme operates and / or methods of delivery (£80k).

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

123. 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.
124. We will continue to work together with all of our partners and communities to ensure we raise expectations and attainment and enable our children, young people and adults to gain first class qualifications and skills, have enriching experiences and make a positive contribution to their local communities and our city.

125. We will continue to respond to increases in demand for services and in the range of our statutory duties and expectations of inspections (e.g. Ofsted). Our approach will be creative, innovative and transformational in the way we work and deliver services to ensure that outcomes for children, young people and families continue to improve.
126. In 2017/18, we are budgeting to spend in the region of £67m cash and £18m of Public Health grant, on delivering services for our children, young people and their families. A further £398m of funding was allocated separately by Government for schools.
127. We've made many changes to how we commission, deliver and pay for services, increasingly working with all our partner organisations, including schools, and seeking alternative funding streams. We are committed to protecting, as far as we can services to children, young people and families; this will always be a priority for us, and is where we spend the majority of our revenue budget.
128. The strategies that underpin our ambition for successful children, young people and families are shaped in three main areas:
- **Keeping children, young people and families safe, healthy and strong and giving every child a great start in life.** Our services focus on safeguarding, learning difficulties/disabilities, early intervention and prevention and the city's health strategy for children and young people. We provide multi-agency support services for children with additional needs and for social care services for Children in Need (CIN), including those at risk of harm, in need of accommodation and those in care. Our services promote the early identification of children in need and deliver high quality preventative and supportive services, enabling children to achieve their potential, through good quality assessments that inform effective plans to address children's needs, including the need to be safeguarded, and improve their outcomes. We will ensure that services are put in place to support children living within their families, wherever possible. Where children cannot remain in their families, we will make timely decisions to ensure that they are secured in a permanent placement as soon as possible. We will deliver, monitor and provide the highest quality care and placements for our children in care.
  - **Developing skills for life and work and encouraging active, informed and engaged young people into further education, employment or training.** We target our resources in supporting those teenagers and adults

who are most at risk of not being in education, employment or training, we work to create the technical pathways that better connect education and employers and we are working with Government to redesign the skills and employment systems, so that they better meet the needs of the local economy. This includes creating a multi-agency and localised employment service for those facing the greatest barriers to work, that integrates support from the Council, Health and Jobcentre Plus, a jobs and skills brokerage service that makes best use of the apprenticeship levy and the generation of job opportunities for the most vulnerable and activity in support of the Combined Authority, to redesign a devolved skills system that is better able to meet the training priorities of our residents and our businesses.

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

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

129. We are seeing significant and growing demand and need in areas such as special educational needs, emotional health and wellbeing and poverty. These are set alongside changes in legislation and policy which impact on the way we operate and the expectations children, young people and families have of us. Most significant among these are the Children & Families Act 2014 (and the linked Care Act), National Minimum Wage; this represents an ongoing shift towards more autonomy for schools. These demands and changes in legislation mean a financial pressure of £8.4m across the Portfolio. Further pressure is recognised across education spending due to demographic growth, growing demand in special educational needs and year on year flat cash settlements.

130. We plan to mitigate around £ 5.9m of these pressures within current budgets and resources, e.g. reduced administration such as staff and supplies, re-profiling of grants, and through re-negotiation of contract prices, without generating any negative impacts for the customer and our employees.
131. We will invest in our whole family approach, supporting children and parents (£2m).
132. We will invest in strategies and services, which improve outcomes and life chances for vulnerable teenagers and young adults (£500k).
133. We will continue our work on the redesign of services to young people, through the creation of a Young People's Investment Partnership, that brings together the key stakeholders with an interest in improving outcomes and life chances for all young people.
134. We have also identified a programme of key initiatives to enable a sustainable strategic response to growing demand and need. These are: a continued focus on prevention and early years services, working with local partners; more local accessible services for children and young people with special educational needs and disabilities; new ways of working collaboratively to ensure every child has a school place; that needs of vulnerable pupils are met and to act as champions for parents and families.
135. Our Public Health grant allocation will also be significantly cut in 2017/18. We will work with the Sheffield Teaching Hospital NHS Foundation Trust to continue to integrate and redesign the delivery of Sexual Health Services. Following the transfer of responsibility to Local Government of Health Visitors, we will work in partnership with Sheffield Children's NHS Foundation Trust to develop a 0-19 Healthy Child Programme Service by remodelling and integrating children and young people's health services.

## **Place**

136. The **Place** Portfolio works to strengthen Sheffield's economy even further;- - helping existing and new businesses to grow, and provide more, and better, jobs.
137. This area also reflects the Council's 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.

138. 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, and Graves Gallery; as well as major sporting and cultural facilities, such as the Arena, Ponds Forge and the City Hall.
139. We want to create new and improved existing public spaces and buildings so that they are safe and welcoming for businesses and people to use, for example our improvements to the Moor pedestrian area and the new Moor Market. Much of our work in this area relies on large one-off project funding, and large scale projects, such as the Sheffield Retail Quarter, will continue to transform the city over the next few years.
140. Work will complete, in 2017/18, on transforming the public realm around the University of Sheffield. Plans are also developed for the regeneration of the Castlegate area. Outside the city centre, the Council has played a major part in the development of the Olympic Legacy Park creating a setting for both public and private investment, in education and medical related industries.
141. Our ambition around creating a competitive city, with a strong economy and great assets and transport links, will not change, but how we go about it will. In particular, we are going to have to pay for things in different ways and influence our partners, like us, to find new ways of preserving activity by working more efficiently.
142. 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.
143. 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.

144. 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, whilst continuing to review the affordability and costs of all of our strategic contracts. 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.
145. As a local authority, we also provide a number of other public protection 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.
146. We will spend around £129 million this year on all these things.
147. Next year, we need to reduce our portfolio budget by a further £7.2 million to meet the reduced central government funding and pressures. Not only do we need to reduce how much we spend; we need to do it quickly. The level and pace of change isn't easy so we will make sure that we keep a close eye on how any changes affect different groups of people in the city.
148. A key part of this strategy is to improve our use of resources, by seeking New Business Models, streamlining processes and raising productivity, either through using less, or releasing resource, to earn additional income through the services we provide to business and residents. In this way, we will be able to preserve the public facing services, without reducing service standards or ceasing services.
149. As part of an agreed plan being led by the South Yorkshire Passenger Transport Executive, we aim to reduce our spending across this area by around £1.2m next year as a result of previous decisions to restructure the financing of the authority's debt.
150. We will reduce our spend on **cultural and sports facilities** in the City by around £1.7m, by way of an agreed strategy, through a combination of cost reductions and improved income, without closing any facilities operated by SIV.
151. Along with these changes, we are also proposing that we increase charges for some of the services we have to provide, including **bereavement services**. Those charges that do increase, will be benchmarked against market rates.

152. Approximately one-quarter of the savings will come from improving our use of resources.

### **Resources**

153. 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.

154. Additionally, the Council is like any large organisation, where 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; and
- helping us as a whole Council to manage our performance, finance staff, contracts and our plans for the future.

155. In addition, Services require the necessary 'infrastructure', which includes providing council buildings, transport services and information technology systems.

156. We have already made substantial savings in these areas. We are reducing the number of offices we occupy: consolidating 27 locations into three city centre sites, thereby avoiding expenditure of £34 million over 10 years.

157. Since 2010/11 we have reduced our annual spend on central costs by nearly 30% and some central services have experienced reductions of over 50%. These reductions equate to an annual saving of over £14m. By reducing the cost of our corporate services, we have been able to protect public facing services.

158. For 2017/18, further reviews and rationalisation of accommodation, contracts, systems and processes have identified nearly £1.5m saving per annum, equivalent to 5% of the previous year's budget.

159. 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.

### **Policy, Performance and Communications**

160. Policy, Performance and Communications provides a number of strategic support services for the Council, including policy advice, performance management, partnership development, research and analysis, communications support, web and intranet services. It is also responsible for supporting the Council's statutory function and for running electoral services.

161. Sheffield City Council is also a democratically elected organisation. This means we have specific additional responsibilities associated with running elections, 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.

162. The majority of the Revenue Budget funded expenditure is incurred on research and policy advice, to enable the Council to respond to central government consultation documents. The Communications service generates a net surplus to the Council, through the management of the Council's external advertising function.

### **Public Health**

163. As a consequence of the Health and Social Care Act 2012, substantial public health responsibilities were transferred to local authorities on 1 April 2013.

164. The budget in this area is around £34.2 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.
165. 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 £29.7m in 2013/14, rising to £30.7m in 2014/15. As per the Local Government Finance Settlement announced on 18 December 2014, the allocation was frozen at £30.7m for 2015/16.
166. During 2015/16, the DoH announced that they were reducing the Public Health Grant by £200m nationwide. The amount that was to be taken from Sheffield was only decided in late November and this amounted to a £2.1m reduction in year. This in-year reduction was found.
167. As mentioned earlier in this report, the grant allocation for 2017/18 has now been announced; it takes account of a 2.6% reduction to the 2016/17 allocation for Sheffield. This reduction amounts to £865k.
168. The savings target of £865k has been identified from all the activities undertaken with funding from the Public Health Grant. Further details of the individual saving proposals can be found in the Portfolio Budget Implementation Plans (BIPs).

## Financing the 2017/18 Budget Requirement

169. 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 2017/18. 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 are set out in **Appendix 6** and 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)

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

### **Council Tax**

171. After taking account of the Revenue Support Grant, Business Rate income and Top Up Grant for 2017/18, the total amount to be raised from Council Tax amounts to £190.86m: this is the Council's Council Tax Requirement.

### **Collection Fund**

172. 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 £398k.

### **Council Tax Base**

173. On 15 January, the Executive Director of Resources, under delegated authority, approved the calculation of the Council Tax Base for the 2017/18 financial year. The amount of the Tax Base is 133,743.89 Band D equivalent properties.

### **Budget Requirement for 2017/18**

174. If the Council votes in favour of increasing the Council Tax by 1.99% and a further 3% for the national arrangement for the social care precept), this will mean the Budget Requirement for 2017/18 will be £395.6m, as shown in the table overleaf.

Table 10	2016/17 £'000	2017/18 £'000
Service Expenditure	406,057	395,551
Total Expenditure	406,057	395,551
<b>Financed by:</b>		
Revenue Support Grant	90,592	67,790
Business Rates	106,131	96,746
Top Up Grant	29,124	39,583
Council Tax	179,927	191,034
Collection Fund Surplus	283	398
Budget Requirement	406,057	395,551
	£	£
Band D Council Tax (City Council)	1,360.48	1,428.36

### Council Tax Levels

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

#### Table 11

*{to be inserted}*

### Precepts

#### South Yorkshire Police & Crime Commissioner and of South Yorkshire Fire & Rescue Authority

176. The budget proposals of the South Yorkshire Police & Crime Commissioner (PCC) and of South Yorkshire Fire & Rescue Authority (SYFRA) are as follows. The PCC and SYFRA figures were formally approved on *{tbc}* 2017 and *{tbc}* 2017 respectively. Further details can be found in **Appendix 6**.



*{table to be inserted}*

## **Parish and Town Councils**

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

*{table to be inserted}*

178. 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 continuing to compensate Parish Councils, in full, for the loss of Council Tax income as a result of CTSS, amounting to £47k in 2014/15. This was despite the fact that the Council had to absorb RSG reductions in excess of 20% over the same period.

179. After considering a number of options, Full Council agreed in March 2015 to reduce the subsidy provided to Parishes, in line with the anticipated RSG cuts. The grant was cut by 28% in 2015/16 and the remaining subsidy is to be cut by 20% per year until the end of 2020/21.

180. The Council is therefore proposing to reduce the CTS subsidy to Parish Councils by 20% in 2017/18, to a total of £21,816 as shown in the table above. The total reduction is thus £5,454.

## **Legal Advice**

### ***Responsibility of the Chief Financial Officer***

181. 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.

182. 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 **Appendix 4**. The view of the Executive Director of Resources is that Reserves are low (compared to benchmarks) but are not inadequate.
183. 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**.
184. The Local Government Finance Acts of 1988 and 1992 specify that the City Council determines its Revenue Budget before 11 March each year. The City Council is also required by Section 30 of the Local Government Finance Act 1992 to set its Council Tax after having determined its Revenue Budget requirement in accordance with the provisions of section 32 to 36 of the Act. Details of how the Council Tax has been calculated are included as part of the Council Tax resolution in this report at **Appendix 6**, which is set out as required by legislation.
185. In the Provisional Local Government Finance Settlement 2017/18 on 15 December 2016, the Secretary of State for Communities and Local Government announced that local authorities with responsibility for adult social care, which includes Sheffield City Council, would be given an additional 3% flexibility on their current tax referendum threshold to be used entirely for adult social care. On {*tbc*} February 2017 the House of Commons approved the Referendums Relating to Council Tax Increases (Principles) (England) Report 2017/18. This means that the basic amount of Council Tax increase will only be deemed to be excessive (thus triggering the requirement for a local referendum on such an increase) if it exceeds 5% (comprising 3% for expenditure on adult social care and 2% for other expenditure) or more than its relevant basic amount of Council Tax for 2016/17. As this report proposes an increase of 1.99% for the City Council's element and a further 3% for the national arrangement for the social care precept, this is deemed not to be an excessive increase and a referendum is therefore not required before the Council approves the increase. The Secretary of State has also issued a notice under Section 52ZY of the Local Government Finance Act 1992 which requires the Section 151 Officer to provide information demonstrating that an amount, equivalent to the additional 3% Council Tax above the core referendum principle has been allocated to adult social care within seven days of the Council's budget being set.

186. 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.
187. 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).
188. 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.
189. 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**

190. This Report concerns the position of the Revenue Account of the Council, i.e. the income and expenditure for the majority 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 18 January 2017.

## The Outlook for 2018/19

191. Earlier sections of this report, for example Medium Term Financial Strategy (MTFS) and Local Government Finance Settlement, provide some insight into the budgetary challenges facing the Council over the next five years. The Council was amongst the 97% of councils, which accepted the Government's offer of a multi-year settlement (MYS), so we have relative certainty over RSG allocations and certain other sources of central government funding in scope of the MYS, to the end of this current parliament.
192. There is, however, less certainty over the timing and impact of devolution of business rates. At the time of writing this report, the Local Government Finance Bill (which effectively paves the way with primary legislation for some of the key components of devolution) had just reached Committee stage in the House of Commons, meaning that it is expected to take several months before the Bill passes into law. Even then, there are still a number of key factors yet to be resolved which are likely to determine the financial implications for the Council.
193. It is expected that a more detailed technical consultation on 100% business rates retention will be published later in Q4 2016/17 which will give some further clues about Ministers' current thinking. One of the positive outcomes from the previous consultation on business rates retention is the recent announcement by the Secretary of State for Communities & Local Government that Attendance Allowance will not be devolved to local government.
194. Further work is required at a national level to agree on the most effective indicators of relative need, which will be critical in setting every authority's baseline funding level from the point of devolution.
195. By far the most significant challenge facing the Council is the increase in social care cost pressures. The Council will continue to lobby the Government to recognise that social care services are not sustainable under the current local government finance system, without radical reform.
196. The Council keeps its MTFS under constant review and will publish the next annual edition by Autumn 2017.

## Treasury Management Strategy

197. As part of its budget decision, the Council is required to approve a Treasury Management Strategy for 2017/18. Treasury Management relates to the management of the Council's investments, borrowings and banking operations.
198. The Council's Treasury Management activities must 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.
199. 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.
200. The Sheffield City Council Treasury Management Strategy for 2017/18, 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 Head of Strategic Finance, and it is recommended that authority for undertaking treasury management activity and relevant reporting be delegated to the Head of Strategic Finance.
201. The Administration has requested the inclusion of provisions in the Annual Investment Strategy to make clear the Administration's desire not to hold any direct investments in fossil fuels or companies involved in tax evasion or grave misconduct.

## Financial Implications

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

## Workforce Impact

203. There are a number of potential workforce impacts, as a result of the recommended actions in the report.

204. The potential workforce impact arising from the recommended savings proposals to set the 2017/18 budget, equates to a reduction of approximately 151 full time equivalent (FTE) posts, although the reduction once vacant posts are taken into account, falls to 123 posts. The Budget Implementation Plans (BIPs) attached at **Appendix 2** contain details of these reductions. This will be managed, in the first instance, through deleting vacant posts, voluntary early retirement (VER) and voluntary severance (VS) schemes, where appropriate, and then through the Council's Managing Employee Reductions (MER) procedure to achieve the balance of reductions and re-design services.
205. VER/VS activity and the outcomes of MER processes have been the subject of Equality Impact Assessments (EIAs), as described in the Equality Impact section of this report, and they will continue to be monitored on an ongoing basis to ensure there is no disproportionate impact on any group within the workforce.
206. Consultation is taking place with the trade unions at a corporate and Portfolio level to identify opportunities to mitigate redundancies.
207. The Council is required to submit an HR1 form each year to inform the Government of any potential Council redundancies. This form includes an estimate of how many potential redundancies we think we may have to make in the year ahead. As mentioned later in this report, an estimate of up to 225 redundancies has been made for the purposes of the 2017/18 form. This estimate is higher than the figure of 151 FTE mentioned above, in order to allow for any potential delays to restructures due to be implemented in the current financial year and to account for any potential restructures which may occur within the organisation outside of the budget change process.

## **Pay Policy**

In accordance with the Localism Act the Council is required to publish a Pay Policy for 2017/18. Details of this can be found in **Appendix 8**.

## **Members' Allowances**

208. 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.

209. The Members' Allowances Scheme is currently under review in accordance with statutory requirements and will be the subject of a separate report at the Budget Council meeting on 3 March 2017.
210. The current Scheme was implemented in 2013/14 and has been subject to minor alterations, as noted in previous years' budget reports. For example, as a result of the reduction in the number of special responsibility allowances and regulatory changes introduced in 2014/15 (i.e. the phased removal of Members' entitlement to participation in the Local Government Pension Scheme), savings in excess of £200k have been achieved on the budget for Members' Allowances.
211. 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 four years when Council employees received a pay rise.
212. Provision of 1% has been built into the Council's revenue budget for 2017/18 towards the costs of the pay award to Council officers in that year. There is provision within the Members' Allowances budget proposed for 2017/18 to accommodate a 1% uplift on the Basic, Special Responsibility (including the Pensions Authority), Childcare and Dependent Carers' and Co-optees allowances, which would cost approximately £14k with on-costs. However, there are proposals contained within the 2017/18 budget to save around £21k from Members' Allowances, which will more than offset the 1% inflationary pressure.

## **Equality Impact**

213. 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.
214. This is with regard to people who share Protected Characteristics under the Act. The Duty means we need to understand the effect of our policies and practices



have on inequality. To do this we will examine the available evidence and work with the general public, staff, and service users to consider the impact of Council activity and actions on people who share protected characteristics. One of the ways we do this is through conducting Equality Impact Assessments (EIAs).

215. We have undertaken both a corporate EIA on the budget as a whole, and individual EIAs on the various proposals that are being recommended as part of this budget. A list of these is available on the Council's website for anyone to request at '[Equality Impact Assessments](#)'.
216. 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 are age, disability, race, marriage and civil partnership, sex, sexual orientation, religion/belief, gender reassignment, pregnancy & maternity.
217. In Sheffield, we have decided to go beyond our statutory duty under the Equality Act 2010. We also assess the impact on the Voluntary and Community Sector (VCS), poverty and financial exclusion, carers, armed forces and cohesion. We believe that this gives us a wider understanding than the statutory framework would without these additions.
218. This Equality Impact Assessment is based upon the EIAs completed by services for each budget saving proposal. The individual EIA is not however a one-off task; instead it is an ongoing process that develops as the budget saving proposal develops and evolves over time. So, for example, an EIA may identify the need to consult with a particular section of the community and the outcome of this may mean the EIA needs to be updated and change the way the proposal is to be implemented. The EIA should be a record of the process, not just the ultimate outcome. 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.
219. As a consequence, not all EIAs are currently complete and therefore this Assessment should be seen as a reflection of our current understanding of the impact but not necessarily of how the impact may look in three or nine months' time. Therefore, it's important to ensure that all equality impacts are fully considered when services report on the specific implementation plans for their Budget Saving Proposals.

220. All reports outlining a budget reduction proposal include an outline of the key findings of the EIA undertaken for that Budget Saving Proposal. This should as a minimum describe:

- The main impacts anticipated;
- How this has been assessed and the evidence used;
- How the views of those impacted have been sought;
- What options for mitigation should be considered as part of the proposal, and;
- How the actual impact will be reviewed after implementation.

221. A list of EIAs available is attached and can be individually requested.

222. It is possible that some decisions will have a disproportionate impact on some groups in comparison to others. The impact assessments help us identify, and avoid or mitigate, these impacts. There could, for example, be disproportionate impacts on certain geographic locations or different parts of the population, such as younger or older people, women or men, disabled people or Black & Minority Ethnic (BME) communities. It's also important that we consider the cumulative effect on these groups of any decisions made. This could be cumulative, year on year or different proposals on the same group. EIAs also help us identify and make positive changes where possible.

223. 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 people and groups with protected equality characteristics. We have tried to minimise the impact on the most vulnerable as possible, however we have to make some tough choices. The savings we are required to make this year amount to £23million, which is in addition to £352 million of savings already made over the past 6 years.

224. All of the Council's services are affected in some way by demand, pay or price inflation, as well as by legislative changes. One of our biggest cost pressures arises from the need to continue to provide key services for the growing and ageing population of Sheffield, particularly in social care. We are also facing increased demand and complexity in children's social care, in particular around Looked after Children (LAC) and domestic abuse.

225. Although not within the scope of our budget proposals, it is important to highlight the impact of national reforms on people in the city. Research carried out by Beatty and Fothergill (Uneven Impact of Welfare Reform) from Sheffield Hallam University evaluated the cumulative impact of the welfare reforms

national and in Sheffield. They found that over £169m has been removed from the local economy as a result of these welfare reform changes. However, this reduction is not spread evenly, some people see a much larger reduction and others see a smaller (or zero) reduction. These changes are likely to impact on specific groups who already experience inequality, such as people on a low income, disabled people and women.

226. It is becoming harder and harder to balance our budget by making percentage cuts across the Council, whilst still protecting our front-line services. From 2017/18 we will concentrate on finding savings from a smaller number of areas through big, multi-year changes. Our approach to meeting the challenge is based on prioritising:

- **Prevention and early intervention:** A unified approach across the Council to drive a focus on prevention in all areas. We know that working with people to help them avoid a crisis in their life, such as going into hospital, or intervening early when we identify an issue, is better for the individual and costs us less.
- **Growth:** Councils currently keep 50% of the business rates raised locally. By 2020, Councils will keep 100% of business rates. At the same time Government are further reducing the main Revenue Support Grant and allocating new responsibilities to councils. This means we need to encourage business and housing growth in the city in order to meet changing population needs and aspirations and to increase our tax base so that we can continue to provide the services that people rely on.

227. We will also review a number of our services to see how they can operate on a more commercial basis. In particular we will think about new ways to raise additional funding, to enable us to protect core services.

228. The State of Sheffield 2016 report highlights that statistics on the economy, education, health, employment, and population growth all indicate improvements over the past five years. However the report also highlights some challenges. In particular, inequality is widening and growing numbers of people are experiencing financial insecurity. Sheffield needs to meet the needs of an increasingly diverse population in a context of public services austerity, and the need to attract and retain a diverse population including in terms of age and skills mix. The Council also needs to ensure older people get the services they need, and that groups including young people, people from BME backgrounds

and women are more able to access better quality employment. All organisations in Sheffield need to work together better, so that the city can become a fairer and more just place. The State of Sheffield notes that growing inequality threatens the cohesion and success of Sheffield.

229. The issue of inequality is fundamental to the Council and is considered throughout our proposals, and one of the strongest mitigations is that we continue to prioritise those in greatest need, prevention and growth.
230. These substantial reductions in funding mean that progress on work tackling inequality will give to priority to supporting those at risk or in need, and will focus on ensuring we do not slide backwards or lose ground in tackling existing areas of inequality. However, it is inevitable when funding levels are cut year on year that there will be an impact on the services we deliver, including some of the work we do with people who are most vulnerable. As far as practically possible within the confines of a cumulatively reduced financial settlement, we have tried to minimise the impact on those in greatest need and most at risk. However, these are extremely challenging choices and difficult decisions have to be made.
231. Impact analysis is started early in the process of considering service changes, to ensure we involve all relevant individuals and groups, such as those who use the services. This also gives us time to understand and consider any evidence we have about the potential impact of any proposal. The action plans for individual EIAs are designed to ensure that the services concerned implement changes with as little negative impact as possible. There will be careful management control of each proposal. The impact analysis process helps to shape both proposals which are not included in the budget and those that are.
232. We have tried as far as possible to achieve savings through changes to the way we work, including with other partners, by redesigning and restructuring our services and support teams, and by restructuring our contracts, but it is inevitable that there will be some negative impact on service delivery for those in greatest need and on those who share protected characteristics under the Equality Act.
233. The size and pace of the financial challenge means that efficiency savings alone will not enable us to balance our budgets, so we will continue to reduce the Council's investment in services next year and in future years. Many of these reductions or changes in provision began 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.

234. We are confident that our budget proposals mean that services for those that most need our help and support will be prioritised. However this does mean significantly reduced universal provision, including in areas such as provision for culture and sport. This reduced universal offer may impact especially on those households who, although not in the greatest need, are still struggling financially and may not be able to pay for alternative provision.

### **Demographic evidence we have used to support impact assessments**

235. As well as consultation evidence, we have used monitoring information we already hold 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 at the same rate as the national average and above that of the City Region, rising from 513,234 in 2001, to 552,698 at the time of the 2011 census, and 569,737 by 2015. This is projected to increase to around 590,000 by 2020. This has resulted from increases in births, net inward migration, and longer life expectancy.
- Sheffield is a diverse city and the ethnic profile continues to change. The proportion of residents classifying themselves as BME (Black and Minority Ethnic includes everyone except for those who classify themselves as White British) has grown from 11% in 2001 to 19 % in 2011. BME adults make up 17% of the population and BME children 29%.
- The Pakistani community, at 4%, is the second largest ethnic group in Sheffield after the White British category. 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 the areas of the city which are also the most economically deprived. More than a third of the BME population live in areas that are amongst the 10% most deprived in the country and for some groups this is higher. This is above the citywide average of 23%.
- Sheffield has a higher proportion of its population aged 65 years or over (16.2 % or 92,000 people) than the other English Core Cities. This is projected to increase to 19.2% by 2034, with the largest increase in the number of people aged over 85.
- The age group that has increased the most from 2001 to 2011 is the 16–24 group; 16.7% of our population is in this group and a further 18.1% is under 16. The factors which are having the most impact on this changing city

profile are increasing numbers of university students and the inward migration of households with young families.

- Sheffield has a geographical pattern of communities that experience differing levels of deprivation and affluence. Generally, the most deprived communities are concentrated in the north and east of the city whilst the most affluent are located in the south and west.
- We have high levels of financial exclusion in almost half of all Council wards, affecting approximately 218,743 people in 48% of wards. Rates of unemployment are highest among those with no or few qualifications and skills, those with caring responsibilities, lone parents, those from some BME groups, older workers and, in particular, young people.
- Around 12% of all households, 28% of over 60's, and 24% of dependent children live in households reliant on Housing and/or Council Tax Support. We have 31,552 working age taxpayers who receive Council Tax support.
- Fuel poverty is slightly higher than the national average in Sheffield, at 12.4% of households, thereby impacting 29,000 people. National statistics suggest that this rises to 28% of unemployed households and 22% of lone parent households with dependent children.
- However there is also increased polarisation of deprivation. Over 23% of small areas, as defined by indices of multiple deprivation, are now within the most deprived national category, and over 10% of small areas are within the least deprived national category.
- While the pay gap between men and women has been reducing on average, there is still evidence that, on average, men are paid more than women; the average gender gap in median incomes in Sheffield was £9,204 in 2016.
- Female 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.
- 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 a BME background; 52.8% of Somali and 48.3% of Yemeni children in Sheffield are eligible for Free School Meals compared to 19.9% of all children in poverty in Sheffield. Children with SEN are also more likely to live in poverty; 31.6 % of children with SEN in Sheffield are eligible for Free School Meals compared with 18.5% of all children in Sheffield.<sup>1</sup>
- There are 100,000 people with a long term limiting illness, equivalent to around 20% of the population, with 9% saying this limits their activity a lot. This is the closest estimate it's possible to reach of disabled people living in the city.
- Although the city is becoming healthier for most people, health inequalities across the city remain, and are in some cases are widening, in particular for older people, the young, some women, and some ethnic minority groups.

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<sup>1</sup> SCC, January School Census 2010



People in the most deprived parts of the city still experience poorer health and die earlier than people living in the rest of the city.

- Life Expectancy in the city is 78.9 years for men and 82.5 years for women. There are more women than men in the city, due to higher life expectancy for women. However the healthy life expectancy for women is declining and is now 3.7 years below the national average.

## Managing Impact: Mitigation

236. A commitment to tackling inequality, ensuring fairness and increasing social justice is at the heart of the Council's values. We have considered the Fairness Commission and the resultant Fair City Campaign. We have also considered the Tackling Poverty Strategy, Equality Objectives, and our Corporate Plan. These have influenced our priorities and decision making across the Council. The five priorities of our corporate plan are:

237. **An in-touch organisation:** This means listening; being connected and being responsive to a range of people. Better understanding the increasingly diverse needs of individuals in Sheffield, so the services we and our partners provide are designed to meet these needs. Also to empower individuals to help themselves, so they and their communities are increasingly independent and resilient.

238. **Strong economy:** This means creating the conditions for local businesses to grow. We want local people to have the skills they need to get jobs and benefit from inclusive economic growth.

239. **Thriving neighbourhoods and communities:** This means neighbourhoods where people are proud to live, with communities that support each other and get on well together. It means places with access to great, inclusive schools. We want people living in Sheffield to feel safe. We will work with communities to support them and to celebrate the diversity of the city.

240. **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 as 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.

241. **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 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

242. Our overall approach as noted above is to protect services for those in greatest need, to develop preventive solutions for the longer term, and to make savings by changing how we manage and deliver services. This will have an impact on what the Council can continue to deliver, and especially the Council's universal offer.

243. However 2017-18 represents a real financial challenge. The budget process and approach we have used to get us to this point has run its course. Recent budget-driven service planning rounds have achieved massive cost savings, but we increasingly need different approaches to service delivery to be financially sustainable. We cannot simply create a smaller, leaner version of what we have now. That will not deliver the sustainable, financially viable model and budget savings we need. Consequently for 2017/18 onwards we are proposing a change in approach. We want to concentrate on finding savings from a smaller number of areas through big, multi-year changes.

244. The year on year reductions and the scale of the savings required mean there will be impacts which affect the people of Sheffield, including those in greatest need and groups that share equality characteristics. Most impacts relate to age, both younger and older people, disabled people and their carer's, women and households on lower incomes.

245. In all of these areas mitigating actions have been identified and will be implemented as part of EIA action plans. We are:

- Assessing all proposals in line with the Fairness Commission Principles and to take into account Tackling Poverty Strategy.
- Working with external providers to achieve savings in our large contracts, and as far as possible will achieve this through non front line service functions.
- Working with partners to encourage the private sector to support activities and events to promote Sheffield.
- Working to increase our income through fees and charges, full cost recovery, and increased trading of our services (for example schools purchasing services from us, 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, early intervention and delivering targeted support for those most vulnerable.
- Continuing to encourage people to be independent, safe and well in both children's and adult social care, such as through direct payments. 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 to develop a single pooled budget for health and social care under the Better Care Fund to provide more efficient and joined up services.
- Restructuring management and services to increase efficiencies and create simpler routes for public access.
- Continuing to invest 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 and Lunch Clubs across the Council.
- Continuing to support a Council Tax support scheme and hardship fund.

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

## **Evidence – Consultation**

247. Between November and January, as part of the development of options for the 2017/18 budget, the Council ran a budget conversation 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 the people who may be affected by decisions taken as part of the budget. It also ensures that they have had an opportunity to put forward other ideas for consideration.

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

- Three Cabinet Member hosted events looking at both the council-wide approach and the approaches adopted by each of the Council Portfolios, supplemented by additional activity, including a survey and social media.

- Consultation on particular topics and specific proposals, including meetings with the VCF and Businesses. This will inform longer term thinking and Equality Impact Assessments.

249. 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 our website <https://www.sheffield.gov.uk/your-city-council/finance/council-budget.html>

250. The results of consultation activity have been discussed with Members as part of developing our proposals and in advance of any decision being taken at Cabinet or Full Council. Cabinet Members have been briefed on impact assessments related to proposals in their area of responsibility.

### **Equalities Impact Overview**

251. 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, which will affect groups who share equality characteristic's under the Equality Act 2010. We have tried to minimise the impact on the most vulnerable as far as possible, however we have to make some difficult choices. This year the savings and demand pressures that are required mean that we are less able to protect frontline services than before.

252. We have tried to minimise the impact on front line services to customers as far as possible by finding more efficient ways to deliver services, including by reducing costs of:

- Management;
- Offices;
- Technology;
- Other corporate services such as legal services;
- Renegotiating contracts, and;
- Focusing on prevention and early intervention.

253. We know that working with people to help them avoid a crisis in their life, such as going into hospital, or intervening early when we spot an issue is better for the individual and costs us less. To do this means redesigning public services to work in a more integrated and preventative way. However this takes time and we have had to make some difficult choices. We are being guided in these

choices by our values, commitment to fairness, and by our priorities as outlined in the corporate plan such as tackling inequality.

**In summary there are a number of key themes that run through the proposals:**

- Restructuring and integrating services and teams to increase efficiency and effectiveness.
- Developing solutions for the longer term.
- Taking preventative action and intervening earlier.
- Stopping some functions or activities and working with partners so these functions can be delivered by others where possible.
- 'Managing Employee Reductions' processes to reduce the number of staff employed especially in, non -front line roles.
- Targeting resources and prioritising support to those who need it most.
- Helping people to be independent, safe and well and to make their own choices.
- Better value for money in the services we commission or purchase, including joint funding.
- Working with other partners to avoid duplication, so people get co-ordinated help and support.
- Fairer contributions and charges to ensure full cost recovery and as a way to maintain services.
- Increasing commercialisation and traded services such as with schools.
- Investing and supporting the Voluntary Community Sector with no reductions in Grant Aid, but small reductions in specific areas.
- Reducing public health investment and shifting the focus to address the root causes of ill health.
- Supporting individuals to help themselves and their communities.
- Continuing with changes made in the past year, to achieve full year effect.
- Continuing to monitor the impact of changes over the coming year.

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

- There are over 100 EIAs on proposals and the groups most likely to be impacted negatively by individual proposals and cumulatively are disabled people, young and older people, women and individuals and families on a low income.
- Many services are continuing to comprehensively restructure services and teams and as a result we have saved money on offices and technology. Staffing levels across the council have also reduced. Last year the majority of changes were managed through voluntary severance schemes. In 2017/18 we will further reduce the workforce by approximately 225 posts. Monitoring from the past year indicates that the reduction in posts has had no disproportionate negative impact on workforce diversity and only five staff were made compulsory redundant. For more information, see the workforce implications section below.
- Services will continue to look at how they collect income and recover debt. We will increase charges where appropriate and continue with work to apply costs

fairly. We understand that increasing changes will impact more heavily on individuals and families struggling on a low income.

- Central Government has given local authorities the power to raise additional Council Tax to pay for the increased costs of Adult Social Care. Therefore as part of the proposed budget it is intended to levy the Social Care precept by the 3% (52p) permitted, to offset some of the increased costs of Adult Social Care. This will help us protect those who most need our support, especially older and disabled people.
- It is clear from the respective collection rates that under the Council Tax Support (CTS) scheme some working age households have found (and will continue to find) it harder to meet their council tax liability than others.
- We have agreed to maintain a Council Tax Support scheme at 23% this is to ensure that the CTS scheme continues to be closely aligned with the principles of the revoked CTB regulations. These regulations provide 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. However, the Government has made changes to the Housing Benefit scheme which reduces support to certain working age customer groups. If we replicate those changes in our CTS scheme we will also reduce support under our scheme to those customers. It is proposed not to incorporate those changes into our CTS scheme. By taking this decision we will continue to provide the maximum available support under our scheme.
- However we will overall increase Council Tax by 4.99% (87p). This includes the 3% dedicated precept to support adult social care. This will enable us to continue to protect services to people in greatest need. We will mitigate the impact of this by increasing the Council Tax Hardship Fund by £200k or 25% in 2017/18. Analysis of awards made under the CTHS scheme shows that well over 90% of awards have been made to working age taxpayers and 55% of all awards have been made to customers in receipt of a sickness or disability benefit.
- Public Health spending is integrated throughout the Portfolios. Overall there has been a significant reduction in funding from Central Government of 2.6% £865,000. As a result our investment in this area has reduced. In line with what was agreed last year, we are reviewing staffing and examining 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. We will save on existing activities, including reducing contract and staffing costs, and encouraging efficiencies. This will allow us to reinvest in other areas.
- 2015 saw the start of the Better Care Fund between the Council and the NHS Clinical Commissioning Group (CCG). This creates a combined budget in Adult Social Care to develop joined up services. This approach aims to ensure people get the right care when and where they need it, but it will also create efficiencies in processes. The focus is on supporting people at home where possible to help

increase independence and to delay the need to access to Health and Social Care services. The Council currently receives £12.4m of funding via the NHS to meet the costs of providing adult social care. In addition, the Council has pooled its adult social care budget with that of the CCG. The Better Care Fund is not enough to support both adult social care and the NHS to work differently. While we continue to work with our CCG partners and have a joint budget, there is still a need to deliver significant change in how services are planned, commissioned and delivered in Sheffield.

- We continue to develop and implement some of our key transformative projects, such as the Learning Disabilities Commissioning Project. We continue to develop accommodation that meets the differing needs of people with a learning disability, including getting much better at helping people find the accommodation that is right for them. We will support more people to live in personalised 'supported living' accommodation, and seek to reduce the costs of residential and nursing care.
- We have considered the effect of our Adult Social Care redesign on customers. There will inevitably be an impact; however the greater focus on locality-working will provide an opportunity to meet the diverse needs within different communities across Sheffield.
- Although the proposed changes to the funding of the High Support service in Supported Housing closely reflect current service usage (there is currently capacity and 70% of service users are Council Tenants), we recognise that by making the service solely for these tenants this will impact on families who are not council tenants and we will monitor the impact of this proposed change.
- When considering the impact on the VCF, the importance of 'social value' is recognised by the 'Best Value' guidance<sup>2</sup>, which was published by the Government in 2011. This states that authorities have a duty<sup>3</sup> to consider the impact of budget reductions on the VCF and other organisations that have a 'social value'. The Public Services (Social Value) Act<sup>4</sup> requires us to take social value into consideration when we commission services. In order to do this effectively we will, over the next year, continue to monitor the impact of changes on service users as well as the knock on impact of reductions on other providers. We will continue to undertake detailed consultation with customers and other stakeholders as specific activities are implemented.

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<sup>2</sup> <https://www.gov.uk/government/publications/best-value-statutory-guidance--4>

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

<sup>4</sup> <http://www.legislation.gov.uk/ukpga/2012/3>



- We are continuing to invest in the VCS, including through Grant Aid and Public Health, albeit at reduced levels within Public Health.
- We are continuing to target resources at those who most need our support, to help people to become more independent, where possible intervene earlier and do more preventative work, to get even better value for money from the services we purchase and to pursue innovative approaches in service commissioning and design.
- We are continuing to develop our approach to commercialisation, including pursuing external funding where possible to help invest in innovative services. For example, we have setting up the new independent Youth Trust and continuing to develop employment schemes especially aimed at young and disabled people.
- We are continuing with restructures of Council services and are both internalising and externalising services where appropriate.
- We are continuing to get value for money from our contracts. This is with our major strategic providers but also across Portfolios such as with our, housing commissioning, learning disability services, youth services and health Trusts.
- We are continuing to work regionally where appropriate to save costs but also to enable better joined up services.

254. The Impact Assessment also highlights some positive implications of the budget proposals. These include improvements in the process of assessment and support planning for existing and future social care customers, and the reshaping of transport to provide services which promote independence. As we restructure services we're aiming to develop clearer and more efficient ways to contact services.

255. Our approach to the budget is in **Portfolio Areas** which correspond to the way Council is structured.

## Place

256. The Place Portfolio has completed 22 Budget EIAs on savings totalling £7,085,000 for 2017/18. The Place budget proposals are primarily efficiency based and therefore internally focussed. This will minimise the impact on front line service delivery. The notable exceptions are:

- The closure of the Activity Sheffield front line service.
- An increase in Bereavement Services charges
- The Business Like Place Programme.



257. Overall, the proposals are a mix of:

- Savings achieved through internal reorganisation of some services and by ensuring they operate as efficiently as possible;
- Working with our delivery partners to ensure we achieve maximum value for money through our contractual agreements;
- Working with partners to renegotiate;
- Working with partners to retain services with reduced funding and/or securing partnership funding;
- Reviewing existing charges and introducing new ways of generating income, and;
- As a last resort, stopping some activities altogether.

258. It's anticipated that some of the most significant savings will come from our partners Amey and Veolia, and through the Business Like Place Programme; a major internal change programme.

259. A range of evidence including data and consultation has been used to identify if there are any differential impacts of the proposals.

260. Where consultation has taken place, Officers and members have, and will continue to, carefully review the feedback received before making final budget decisions. Areas where consultation is in progress / may be required:

- Consultation regarding the waste contract to be carried out as required.
- Closure of the Activity Sheffield front line service.
- 'Business Like Place' Programme, staff consultation will be ongoing throughout the Programme.
- Specific consultation in regard to proposed internal changes will be carried out with staff.

261. Additionally, if changes to front line service delivery are proposed, consultation will be carried out as identified.

### **Workforce**

262. Some of the proposals will result in a reduction in posts across the Portfolio. However, there is no identified disproportionate impact on a specific group.

263. A number of Voluntary Severance/Voluntary Early Retirement schemes across Place will result in voluntary staff reductions and changes. It may be necessary in some areas to conduct Managing Employee Reduction processes to achieve non-voluntary staff reductions. In both instances, there is possibility of wider workforce impact through increased workload.

264. The year on year reduction in workforce has not had a significant impact on workforce profile, and workforce profile has shown steady improvement for the majority of characteristics. However, for 17/18 onwards this has been highlighted as a potential issue dependent on the impact of the 'Business Like Place' Programme.

### ***Equalities Impacts***

265. As identified in 16/17, the year on year key impacts remain in relation to socio economic issues, partners and staffing.

266. A number of budget savings have been implemented with no significant equalities impacts. The Portfolio has consulted with public and partners to inform these approaches and will continue this engagement throughout 2017/18 to inform decisions in 18/19 and beyond.

### **Children Young People and Families**

267. Children, Young People, and Families (CYPF) have produced a total of 21 Equality Impact Assessments (EIA) across the Portfolio. CYPF have to manage both the pressure of budget cuts required through reductions to our grant and a significant and growing demand in areas such as special educational needs, health and wellbeing and poverty. In addition there are changes in legislation and policy will impact on the way in which we operate, and on the expectations children, young people, and families have of us. These demands and changes in legislation result in a financial pressure of £8.976m across CYPF for 17/18.

268. Children and Families are absorbing inflationary pressures on fostering allowances within existing fostering budgets, absorbing the loss of the Adoption Inter-agency grant within existing service budgets and mitigating pressures around the National Minimum Wage by renegotiating contracts with external providers through the regional White Rose procurement framework. This will absorb the cost within contract arrangements.

269. The strategy to manage the potential impact of our budget proposals has four strands:

1. Prevention and Early Intervention;
2. Partnership Working;
3. Transformational Projects/Creative Change, and;
4. Continuing to reduce costs where we can.

This enables us to:

- Re-design Public Health services as part of the Healthy Child Programme.
- Re-commission youth services for the next 3 -5 years.
- Establish the initial phase of the skills hub.
- Invest in change and have a continued focus on prevention and early years services;
- Plan for young people's progression into adulthood;
- Ensure that the needs of vulnerable pupils are met;
- Invest in strategies and services which will improve outcomes and life chances for vulnerable teenagers and young adults;
- Have a whole family approach to supporting children and parents;
- Have more locally accessible services for children and young people with special educational needs and disabilities;
- Work collaboratively to ensure every child has a school place, that the needs of vulnerable pupils are met; act as champions for parents and families, and;
- Reduce costs where we can.

### ***Workforce***

270. The year on year workforce reduction has had a positive impact on the workforce diversity profile in CYPF, as well as across the Council. There have been steady improvements in the workforce profile for the majority of the characteristics that are monitored by the Council.

### ***Equalities Impacts***

271. Wherever possible, we have sought to minimise the impact that changes to people's services will have on children, young people, and their parents/carers. We recognise that some children, young people and their families use more than one service that has been subject to changes since 2010. This includes services provided by our partners. We recognise that some people will have received a changed or a reduced service as we focus on the most in need and at risk and wherever possible we have sought to mitigate this. However, this may have impacted on those families who are struggling financially, but who are not in the most need.

### ***Public Health***

272. There are 10 EIAs which relate to Public Health spending, which is approximately £29 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 EIAs for the Director of Public Health Office which mainly cover internal structures and have lower impact. Overall there will be a reduction in investment in this area of 2.6% or £865k to reflect Central Government cuts. We are reviewing how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing

inequalities. This may mean that we will try to save on existing activities in order to reinvest in other areas which have been prioritised.

273. The proposals which involve more cost effective delivery, the retendering of contracts, earlier intervention leading to prevention, internal restructuring, and staff reductions will have fewer equality impacts. Two of the main areas that we will continue to support are advice and information, so the impact of the overall investment will be positive on the groups within the EIA.

274. 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:

- Health and wellbeing is built into all that we do.
- Protect from preventable infections and environmental hazards to health.
- Reduce health inequalities.
- Support people to live healthier lives.

275. However as we target the households in most need there will be an inevitable impact on those who are still struggling financially but are not on the lowest incomes and who will be not eligible for targeted programmes. The biggest impact is likely to be on families with dependent children.

## **Resources**

276. In the Resources Portfolio there are 22 EIAs which cover all budget proposals for 2017/18. There are EIAs pending on Managing Employee Reduction (MER) processes across services such as Commercial Services, Customer Services, HR, Legal and Democratic Services, Transport & Facilities services. EIAs on past MERs have all shown no disproportionate impacts on staff within the portfolio.

We are proposing:

- To keep the same Council Tax Support (CTS) system this year.
- To continue to offer to Council Tax Hardship Scheme in 2017/18, and to increase spending on this by 25%.
- An increase in Council Tax. This includes an additional 3% to cover part of the funding gap in adult social care.

Over the last few years we have mitigated reductions by:

- Reviewing and reducing the number of properties we use, which is linked to increasing the use of technology to enable our staff to work more flexibly;
- Improving our telephony systems to reduce call waiting at our customer call centres;
- Renegotiating contracts to reduce the costs of the things we buy;
- Reviewing and reducing the number of IT applications we use and their licensing costs, and;
- Reviewing the way we provide various professional services, such as. Legal Services.

277. The impacts will continue to be monitored through the EIA process and action plans will be developed to mitigate impacts where appropriate.

### **Workforce**

278. Some of the proposals will result in a reduction in posts across the Portfolio. However, there is no identified disproportionate impact on a specific group.

279. A number of Voluntary Severance/Voluntary Early Retirement schemes across Resources will result in voluntary staff reductions and changes. It may be necessary in some areas to conduct Managing Employee Reduction processes to achieve non-voluntary staff reductions. In both instances, there is possibility of wider workforce impact through increased workload.

### **Equalities impact**

280. The greatest impact will be in relation to the increase in Council Tax, including the Social Care Precept. See detail later in the report and mitigation through the increased Hardship Scheme

### **Communities**

281. In the Communities Portfolio, 31 EIAs have been carried out in relation to the business planning savings proposals. More EIAs are planned as these proposals continue to develop. Many of the services in this portfolio, such as Adult Social Care, are, by definition, providing services to vulnerable, disabled or older people. Savings in this portfolio therefore have the potential to impact negatively upon these protected groups. Where there is a risk of negative impact, full EIAs have been carried out and these will be updated regularly to inform the recommendations as part of the development and implementation of proposals.

282. As we develop plans for more integrated support to enable people to stay healthy and independent for longer, we have undertaken EIAs to reduce the risk of any groups of people with protected characteristics being left behind by this approach or facing disadvantage. For example, we need to ensure that people from BME backgrounds are able to take-up and benefit from the proposals. We must also involve those who are affected by the changes in the redesign of services and support.

283. In keeping with the Council as a whole, the Communities Portfolio is mindful of the cumulative impact that changes in services and broader public policy could have. In 2017-18, there will be a concerted focus on reviewing these changes and understanding more about their effect on groups with protected characteristics. The key proposals are:

- Co-design a new Adult Social Care First Contact model.
- Developed a Learning Disabilities Commissioning Plan.
- Review the care plans of other adults who currently receive lower levels of support.
- Reduce the Communities Equipment Service budget.
- Increase the level of library fines, and temporarily reduce the Library and Community Services Budget.

### **Workforce**

284. Where Managed Employee Reductions are required, we will work to minimise the impact on direct provision. We will try to ensure that this will not have a disproportionate impact on any group already under represented within the staffing profile. We will also follow this careful approach to staffing and equalities issues for other business planning proposals, for example, the reduction in agency staff within the Learning Disabilities Service, and in plans to cease recruitment to vacant posts and to restructure services.

### **Policy, Performance and Communications**

285. In PPC there are less than 100 staff overall and only 4 EIAs. These proposals are mainly internal restructures and changes to contracts and they are not likely to have any customer impact. One proposal to reduce grant funding to the Equality Hub Network will have a potential impact. This is a saving from last year's overall expenditure on the Equality Hub Network. The closure of the Fairness Commission Pot from 2017/18 onwards, from which this funding is drawn, requires us to manage this pressure. The main mitigation will be to focus the available grant funding on those organisations that provide facilitative and administrative activity to build the capacity of the Equality Hubs Network. This

will strengthen the voice and influence of under-represented communities in the city and continued development officer support. The grant being reduced is the smaller grant pot.

### **Cumulative impact**

286. We have looked back at the cumulative impact of changes over the last few years to inform our decision making this year, and found that service transformation, including staff reductions and joined up services, and the prioritisation of those in most need have been the most effective ways to mitigate the negative impact of budget reductions and increased cost pressures.
287. The groups which are impacted across EIAs and portfolios are disabled people, older and young people, women, carers and people on low incomes. Disabled people, some women such as lone parents and female pensioners, carers, young people tend to have lower incomes and some BME groups (who are more likely to be unemployed) and are more likely to be cumulatively impacted. See [Community Profiles](#) for details.
288. Some people who previously received a service will receive a changed, reduced or no service, as we focus services on those most in need. The reduction in universal provision is likely to impact on those who are not in the greatest need, but who are struggling financially and may find it difficult to pay for alternative provision. Areas where this is likely to cause an impact are youth provision, sport, leisure and culture, and for disabled people and carers as a result of changes to care and support.
289. We are continuing to work with partners to be more efficient and joined up. For example, we are working with the CCG to develop a single pooled budget for Health and Social Care. We are also continuing to work across the region where appropriate, to help save costs and to enable better joined up services.
290. There are year on year reduced subsidies on our charitable partners. However, where charges increase, whether for leisure, cultural or other services, it has the potential to increase barriers to participation for individuals and families on a low income, therefore affecting the groups above.
291. A further impact across a range of proposals will be the transition from one provider to another, which may include moving from one location to another. These changes have the potential for significant impact on those individuals affected by the change. We will take this into account in any changes,



undertake risk assessments where necessary and provide support for users and carers.

292. 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 there are possible staff reductions of up to a further 225 posts in 2017/18. A significant number of workforce EIAs are ongoing and a Council wide MER EIA has been completed. Over the last few years' changes to staffing has had a positive impact on workforce diversity.
293. It is difficult to quantify the cumulative level of impact as mitigations have been highlighted in all EIAs. External factors, such as welfare reform, are also impacting negatively on some of the same groups.

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

294. In all Portfolios the budget proposals include savings on staffing budgets. The savings arise from proposals to manage or deliver services in a different way. In all cases we will seek to manage employee reductions through voluntary early retirement, voluntary severance and by actively supporting staff who are vulnerable to redundancy to find alternative employment. The Council has also taken measures to minimise the impact on frontline staff where possible and appropriate.
295. Additionally we have introduced a stronger emphasis on workforce planning to ensure that our resourcing models and choices, including agency arrangements, are well planned and cost effective. Unfortunately, despite all our efforts and mitigations, there may be the need for compulsory redundancies, although this has been limited to five in the last 12 months.
296. We have introduced and promoted employee led measures such as voluntary reductions in hours, career breaks and annual leave purchase schemes to further contribute to savings on staffing budgets and we have seen an increase in the popularity of these options each year. We are committed to continue to pay a 'Living Wage' to Council employees and to extend this to our contracted providers where possible.
297. 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 within Portfolios and across the Council, 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 proportion of men in the Place portfolio, and;
  - Under-representation of disabled, BME and lesbian, gay, bisexual (LGB) people in the workforce and under-representation of women, disabled and BME staff at Chief Officer and senior levels.
298. Given the amount of internal restructuring as a result of the budget proposals, other drivers and possible staff reductions of up to a further 225 posts in 2017/18, a significant number of workforce EIAs within Portfolios have been done. The Council wide Managing Employee Reductions (MER) EIA will be completed in April 2017.
299. The monitoring of the MER and VER/VS schemes showed no negative disproportionate impact on people who share a protected characteristic, and actually 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 been undertaken as part of MERs including Voluntary Early Retirement (VER) and Voluntary Severance (VS), and the Pay Strategy.

## Recommendations

300. Members are recommended:

- a) To approve a net Revenue Budget for 2017/18 amounting to £395.551m;
- b) To approve a Band D equivalent Council Tax of £1,428.36 for City Council services, i.e. an increase of 4.99% (1.99% City Council increase and 3% national arrangement for the social care precept);
- c) To approve the Revenue Budget allocations and Budget Implementation Plans for each of the services, as set out in **Appendix 2**;

- d) To note that, based on the estimated expenditure level set out in **Appendix 3** to this report, the amounts shown in part B of **Appendix 6** would be calculated by the City Council for the year 2017/18, in accordance with sections 30 to 36 of the Local Government Finance Act 1992;
- e) To note that the section 151 officer has reviewed the robustness of the estimates and the adequacy of the proposed financial reserves, in accordance with Part 2 of the Local Government Act 2003. Further details can be found in **Appendix 4**.
- f) To note the information on the precepts issued by the South Yorkshire Police & Crime Commissioner and of South Yorkshire Fire & Rescue Authority, together with the impact of these on the overall amount of Council Tax to be charged in the City Council's area.
- g) To approve the proposed amount of compensation to Parish Councils for the loss of Council Tax income in 2017/18 at the levels shown in the table below paragraph 177;
- h) To note the latest 2016/17 budget monitoring position;
- i) To approve the Treasury Management and Annual Investment Strategies set out in **Appendix 7** and the recommendations contained therein;
- j) To approve the Minimum Revenue Provision (MRP) Statement set out in **Appendix 7**;
- k) To agree that authority be delegated to the Executive Director of Resources to undertake Treasury Management activity, to create and amend appropriate Treasury Management Practice Statements and to report on the operation of Treasury Management activity on the terms set out in these documents;
- l) To approve a Pay Policy for 2017/18 as set out in **Appendix 8**.
- m) To agree that authority be delegated to the Executive Director of Communities to set – subject to budgetary constraints – a framework of care home & home care fee increases with effect from 1 April 2017.

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
<b>Communities</b>					
Funding gap Associate Libraries	112				
Health and Social Care Integration Funding has ceased for People Keeping Well initiative	400				
Loss of temporary funding	300				
Cost Pressure		3,244			
Emerging Pressure full year effect 16/17 costs		2,097			
Increase in demand for adult social care services due to demographic changes		513			
Full year effect of 16/17 pressure		5,105			
Pay Award at 1% and Apprenticeship Levy at 0.5%			575		
Home Care Pressure to cover the cost of increased hourly rate 2016/17			750		
Home care price increase at 2%			239		
Pay + contract inflation for staff working at the Care Trust			50		
<b>Communities Total</b>	<b>812</b>	<b>10,959</b>	<b>1,614</b>	<b>0</b>	<b>13,385</b>
<b>CYPF</b>					
Loss of Funding as a result of the cessation of the existing Travel Training Grant	60				
Cut to external funding.	200				
Loss of Education Services Grant	3,284				
Loss of Grant : Adoption Inter-agency	100				
Health Funding Contribution for Early Intervention and Prevention	750				
E Learning Building Schools for the Future ICT Funding ending	130				
SEN reform grant due to end.	340				
Completion of City Deal Programme - staff costs	500				
100 Apprenticeship Scheme	200				
LLSC staff costs associated with specific grants ending	200				
Demand on Children and Families Services.		900			
Increased cost of bus passes			107		
Costs of Pay Award			600		
Fostering allowance inflationary uplift			80		
0.5% Apprenticeship Levy				300	
Impact of Staying Put in the Children and Families Act 2014				125	
Impact of statutory increase to National Minimum Wage on placement providers.				500	
<b>CYPF Total</b>	<b>5,764</b>	<b>900</b>	<b>787</b>	<b>925</b>	<b>8,376</b>
<b>Place</b>					
Provision for unidentified savings from 2016-17.	959				
Cost associated with the implementation of the 'More business like Place programme'.	400				
Provision for loss of rental income on commercial estate.	200				
Provision for loss of car park fees arising from developments in City Centre.	100				
Provision for increased costs on the waste management contract reflecting 2% increase in waste volumes and increased households (black bins).		200			
Provision to align the Moor Market budget with its approved business plan.		350			
Provision for pay increase (1%).			380		
Provision for energy (7.5%) and rent/rates (2.3%) inflation.			162		
Provision for RPI contract inflation on waste management (2%).			600		
Reduction for one-off budget required in 2016-17 for enforcement operations in the Environmental Regulation service.				(150)	
Provision for Apprenticeship Levy (at 0.5% of pay).				190	
<b>Place Total</b>	<b>1,659</b>	<b>550</b>	<b>1,142</b>	<b>40</b>	<b>3,391</b>
<b>PPC</b>					
End of one-off grant funding for Equality Hubs	60				
Corporate Subscriptions		82			
Pay Award			34		
Apprenticeship Levy			14		
<b>PPC Total</b>	<b>60</b>	<b>82</b>	<b>48</b>	<b>0</b>	<b>190</b>
<b>Resources</b>					
Income Pressures	123				
Reduced size of estate to contribute to cleaning contract costs	200				
Pay Award			341		
Apprenticeship Levy				134	
<b>Resources Total</b>	<b>323</b>	<b>0</b>	<b>341</b>	<b>134</b>	<b>798</b>
<b>Grand Total</b>	<b>8,618</b>	<b>13,083</b>	<b>3,340</b>	<b>1,099</b>	<b>26,140</b>

# Children Young People and Families

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
<b><u>BUSINESS STRATEGY</u></b>			
Business Strategy OP Budgets	5,006	5,489	-483
Portfolio Wide Budgets	64,799	59,955	4,844
School Budgets	180,105	180,166	-61
	<b>249,910</b>	<b>245,610</b>	<b>4,300</b>
<b><u>CHILDREN &amp; FAMILIES</u></b>			
Children's Disability Service	1,729	164	1,565
Fieldwork Services	15,448	6,806	8,643
Health Strategy	17,749	791	16,958
Placements	3,378	388	2,991
Policy and Service Improvement	24,159	2,431	21,727
Prevention and Early Intervention	538	108	430
Provider Services	15,234	13,015	2,219
Safeguarding Children	2,401	1,009	1,392
	<b>80,636</b>	<b>24,712</b>	<b>55,925</b>
<b><u>INCLUSION &amp; LEARNING SERVICES</u></b>			
Access & Pupil Services	4,333	4,406	-73
Children's Commissioning Unit	1,909	1,909	0
Children's Public Health	14,765	14,709	56
Inclusion & Targeted Services	12,532	12,532	0
Learning & Achievement Services	1,807	1,807	0
	<b>35,346</b>	<b>35,363</b>	<b>-17</b>
<b><u>LIFELONG LEARNING SKILLS &amp; COMMUNITIES</u></b>			
14-24 Partnership	1,771	803	70
Employment and Skills	9,984	8,322	1,662
Family and Community Learning	9,624	9,557	67
Performance & Partnerships	1,184	1,088	97
Services to Young People	4,261	328,004	3,459
Strategic Support	1,526	850	676
	<b>28,350</b>	<b>348,624</b>	<b>6,031</b>
	<b>394,242</b>	<b>654,309</b>	<b>66,239</b>

Directorate	CHILDREN AND YOUNG PEOPLE
Service	BUSINESS STRATEGY - CYPF
Planning Entity	BUSINESS STRATEGY OP BUDGETS (Division)

Description of core purpose of Planning Entity	This is the budget for the core team which focuses on business strategy for the CYPF Portfolio and a range of school related activities.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	5,006	(5,489)	(483)		47.50
Total Savings Made			(45)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	INFORMATION SYSTEMS				
Description	This service provides information technology infrastructure and support to the Children, Young People and Families Portfolio (CYPF). It also supports the infrastructure that Sheffield Schools and Academies rely on, ensuring information flow between schools and Local Authority. Information Strategy and Governance is managed through the service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
26.62	996	1,032	2,028	(2,125)	(97)

Line	A3				
Activity	BUDGET RESOURCING AND STRAT				
Description	The Budget Resourcing and Strategy service provides support to the Portfolio and a range of school related activities. The service takes the lead role in the education funding formula strategy and in ensuring Government Funding requirements are met across the portfolio.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
20.88	873	2,105	2,978	(3,364)	(387)

Directorate	CHILDREN AND YOUNG PEOPLE
Service	BUSINESS STRATEGY - CYPF
Planning Entity	BUSINESS STRATEGY OP BUDGETS (Division)

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

Line	E2				
Activity	Inflation				
Description	Cost of Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	30	-	30	-	30

Line	E3				
Activity	Inflation				
Description	Cost of Apprenticeship Levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	15	-	15	-	15

### Section 3: Summary of Savings

Line	B1				
Activity	Reduction in Business Strategy running costs				
Description	Reduction in Business Strategy running costs across the service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(30)	(30)	-	(30)

Line	B5				
Activity	Apprenticeship Levy				
Description	Implement a strategy for apprenticeship recruitment and training.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(15)	(15)	-	(15)

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

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



Directorate	CHILDREN AND YOUNG PEOPLE
Service	BUSINESS STRATEGY - CYPF
Planning Entity	PORTFOLIO WIDE BUDGETS (Division)

Description of core purpose of Planning Entity	These budgets support the Children Young People and Families (CYPF) Portfolio and wider school based activities.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	64,799	(59,955)	4,844		24.01
Total Savings Made			(167)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	FINANCIAL SUPPORT SERVICE				
Description	Sickness Insurance scheme for schools funded by contribution paid by schools.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	2,725	2,725	(2,525)	200

Line	A2				
Activity	PENSIONS				
Description	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	1,662	1	1,663	(777)	886

Directorate	CHILDREN AND YOUNG PEOPLE
Service	BUSINESS STRATEGY - CYPF
Planning Entity	PORTFOLIO WIDE BUDGETS (Division)

Line	A4					
Activity	CAPACITY PLANNING & DEVELOPMENT					
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		2,438	2,438	(2,438)	-

Line	A5					
Activity	CONTRACT SERVICES					
Description	Contract Service 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. Transportation from home to school is commissioned for students with Special Educational Needs and Disabilities. Home to school travel passes are also commissioned from SYPT. The Independent Travel Training and Assessment team work with children and young people with Special Educational Needs, who have the potential to be trained to travel independently, to and from their educational settings, rather than having to travel via taxis or minibus.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	14.83	494	22,687	23,180	(20,369)	2,812

Line	A7					
Activity	EARLY YEARS FREE ENTITLEMENT					
Description	This consists of the resources set aside from the delegated schools budget for free early learning.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	4.18	148	29,255	29,403	(29,373)	29

Line	A8					
Activity	ORGANISATIONAL DEVELOPMENT					
Description	This relates to early retirement, redundancy costs and trade union duties in schools.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	8	3,503	3,511	(3,506)	6

Directorate	CHILDREN AND YOUNG PEOPLE
Service	BUSINESS STRATEGY - CYPF
Planning Entity	PORTFOLIO WIDE BUDGETS (Division)

Line	A9					
Activity	PENSION AND LEGAL FEES					
Description	This budget contains schools contingency funding and traded services with schools.					
Grant Income Source						
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure	
0.00		1,114	1,114	(545)	569	

Line	A10					
Activity	PORTFOLIO LEADERSHIP TEAM					
Description	This is the CYPF Portfolio Leadership Team.					
Grant Income Source						
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure	
5.00	600	164	764	(422)	342	

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

Line	E2					
Activity	Loss of Funding/Income					
Description	Loss of Funding as a result of the cessation of the existing Travel Training Grant					
Grant Income Source						
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure	
	-	-	-	60	60	

Line	E3					
Activity	Inflation					
Description	Increased cost of bus passes					
Grant Income Source						
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure	
	-	107	107	-	107	

Line	E9					
Activity	Loss of Funding/Income					
Description	Cut to external funding.					
Grant Income Source						
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure	
0.00	-	-	-	200	200	

Directorate	CHILDREN AND YOUNG PEOPLE
Service	BUSINESS STRATEGY - CYPF
Planning Entity	PORTFOLIO WIDE BUDGETS (Division)

**Section 3: Summary of Savings**

Line	B1					
Activity	Travel Training Grant					
Description	Activity will continue and new grant expected.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	-	-	(107)	(107)

Line	B2					
Activity	Bus Pass Concessionary Fares					
Description	In discussion with South Yorkshire Passenger Transport Executive (SYPTe) to manage increase within existing resources.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(60)	(60)	-	(60)

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

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

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Directorate	CHILDREN AND YOUNG PEOPLE
Service	BUSINESS STRATEGY - CYPF
Planning Entity	SCHOOL BUDGETS (Division)

Description of core purpose of Planning Entity	This budget contains the funding for Sheffield's 170 schools, together with schools contingency funding, sickness and maternity insurance schemes and support for schools educational initiatives.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	180,105	(180,166)	(61)		0.00
Total Savings Made			(61)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	SCHOOL BUDGETS				
Description	The school budgets consists of resources set aside from the delegated schools budget, with the agreement of schools and Schools Forum, for specific purposes linked to limited term school related projects.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	180,105	180,105	(180,166)	(61)

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

Line	E1				
Activity	Loss of Funding/Income				
Description	Government cut to Education Services Grant supporting central school budgets.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	1,300	1,300

Directorate	CHILDREN AND YOUNG PEOPLE
Service	BUSINESS STRATEGY - CYPF
Planning Entity	SCHOOL BUDGETS (Division)

Line	E3				
Activity	Loss of Funding/Income				
Description	Government cut to Education Services Grant Funding				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	-	-	-	500	500

**Section 3: Summary of Savings**

Line	B3				
Activity	One off Transitional ESG Funding				
Description	Education Services Grant (ESG) funding confirmed				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	-	-	(500)	(500)

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

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

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	CHILDRENS DISABILITIES SERVICE (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	1,729	(164)	1,565	40.30
Total Savings Made			(/)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CHILDRENS DISABILITIES SERVICE				
Description	This area provides a number of services including support for children diagnosed with cancer, children with disabilities and practical support for families to support disabled children in a home setting				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
40.30	1,508	220	1,729	(164)	1,565

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

Line	E1				
Activity	Inflation				
Description	Cost of 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	15	-	15	-	15



Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	CHILDRENS DISABILITIES SERVICE (Division)

Line	E2				
Activity	Inflation				
Description	Cost of apprenticeship levy				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	7	-	7	-	7

**Section 3: Summary of Savings**

Line	B1				
Activity	Apprenticeship Levy				
Description	Implement a strategy for apprenticeship training and recruitment				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(7)	(7)	-	(7)

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

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

Directorate	CHILDREN AND YOUNG PEOPLE
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. Responsible for social worker/young person advisors for children in care and Care Leavers.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	17,749	(791)	16,958		328.60
Total Savings Made			(63)		0.00

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.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	350	350	(94)	256

Line	A2				
Activity	CENT MGT & BUS SUPPORT				
Description	Central Management and Business Support Service consists mainly of the staffing costs supporting the Fieldwork and Fostering and Adoption services. This activity includes business support and business support Management and the administrative running costs of Fieldwork and Fostering and Adoption services. Supporting Fieldwork and Provider services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
93.80	2,205	231	2,436	(13)	2,424

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	FIELDWORK SERVICES (Division)

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. Implementation and development of a service record management system				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.10	316	1,857	2,173	(477)	1,697

Line	A4				
Activity	Out of Hours - C&F				
Description	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.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.10	262	14	276	-	276

Line	A5				
Activity	PERMANENCE & THROUGH CARE				
Description	Provides social worker/support worker services for Children in Care (CIC) and Care Leavers and planning and commissioning of services, where decision is for them to remain in care. The age range covers 5 to 25 years, planning for transitions to young adulthood with a wide ranging and varied network of partnerships ; Inclusion and Learning Service and Lifelong Learning and Skills Service; fostering; residential; and private providers of 16 plus accommodation; universities; Further Education colleges, Multi-agency service with midwives; dentist drop-in; apprenticeships; mental health; Multi Agency Psychological Service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
42.10	1,807	1,492	3,299	(207)	3,092

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	FIELDWORK SERVICES (Division)

Line	A6				
Activity	SERVICE AREA EAST				
Description	The teams are made up of a screening and support assessment and planning team and include Social Workers, Practice Teachers and Advanced Social Worker Practitioners. 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. Children in Care - 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
63.20	2,549	385	2,934	-	2,934

Line	A7				
Activity	SERVICE AREA NORTH				
Description	The teams are made up of a screening and support assessment and planning team and include Social Workers, Practice Teachers and Advanced Social Worker Practitioners. 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. Children in Care - 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
62.90	3,072	698	3,770	-	3,770

Line	A8				
Activity	SERVICE AREA WEST				
Description	The teams are made up of a screening and support assessment and planning team and include Social Workers, Practice Teachers and Advanced Social Worker Practitioners. 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. Children in Care - 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
52.40	2,173	337	2,509	-	2,509

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	FIELDWORK SERVICES (Division)

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

Line	E1				
Activity	Legislation				
Description	Impact of Staying Put in the Children and Families Act 2014				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	125	125	-	125

Line	E2				
Activity	Demand				
Description	Demand on Children and Families Services.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	250	250	-	250

Line	E3				
Activity	Inflation				
Description	Cost of 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	132	-	132	-	132

Line	E4				
Activity	Inflation				
Description	Cost of apprenticeship levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	63	-	63	-	63

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	FIELDWORK SERVICES (Division)

**Section 3: Summary of Savings**

Line	B1				
Activity	Apprenticeship Levy				
Description	Implement a strategy for apprenticeship training and recruitment				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(63)	(63)	-	(63)

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

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

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Directorate	CHILDREN AND YOUNG PEOPLE
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, some sexual health services, direct payments and short breaks.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,378	(388)	2,991		10.30
Total Savings Made			(2)		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, some sexual health services, direct payments and short breaks.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10.30	520	2,858	3,378	(388)	2,991

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

Line	E1				
Activity	Demand				
Description	Demand on Children and Families Services.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	200	200	-	200



Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	HEALTH STRATEGY (Division)

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

Line	E3				
Activity	Inflation				
Description	Cost of apprenticeship levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	2	-	2	-	2

**Section 3: Summary of Savings**

Line	B1				
Activity	Apprenticeship Levy				
Description	Implement a strategy for apprenticeship training and recruitment				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(2)	(2)	-	(2)

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

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

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	PLACEMENTS (Division)

Description of core purpose of Planning Entity	Purchasing of Foster care and Care Leaver beds for Children in Care, Children with disabilities and Care Leavers.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	24,159	(2,431)	21,727		8.60
Total Savings Made			(681)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	PLACEMENTS				
Description	<p>Purchasing of Foster beds for Children in Care when in house facilities not available or on rare occasions when necessary, for safety reasons, to move a child out of city. Purchasing of residential block contracts and other residential placements in and out of the city.</p> <p>There are a number of children and young people with disabilities who are looked after by the Local Authority who are either placed within or out of city residential home or placed with a private fostering carer.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.60	277	23,882	24,159	(2,431)	21,727

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

Line	E1				
Activity	Inflation				
Description	Inflation on Fostering Allowances as per national fostering agencies, local fostering allowance needs to be increased in line with inflation				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	80	80	-	80

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	PLACEMENTS (Division)

Line	E2				
Activity	Legislation				
Description	Impact of statutory increase to National Minimum Wage on placement providers.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	500	500	-	500

Line	E3				
Activity	Loss of Funding/Income				
Description	Loss of Grant : Adoption Inter-agency				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	100	100

Line	E4				
Activity	Demand				
Description	Demand on Children and Families Services.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	450	450	-	450

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

Line	E6				
Activity	Inflation				
Description	Cost of apprenticeship levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	1	-	1	-	1

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	PLACEMENTS (Division)

**Section 3: Summary of Savings**

Line	B1				
Activity	Fostering Allowances				
Description	Increase in fostering allowances to be provided from existing fostering budget.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(80)	(80)	-	(80)

Line	B2				
Activity	Adoption Inter-Agency Grant				
Description	Absorbing costs within existing service budgets				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(100)	(100)	-	(100)

Line	B3				
Activity	National Minimum Wage - renegotiation of contracts				
Description	Placement providers statutory duty to pay national minimum wage, mitigated by Sheffield City Council not providing an increase in our contracts and the providers paying for the statutory increase.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(500)	(500)	-	(500)

Line	B4				
Activity	Apprenticeship Levy				
Description	Implement a strategy for apprenticeship training and recruitment				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(1)	(1)	-	(1)

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

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

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	POLICY & SERVICE IMPROVEMENT (Division)

Description of core purpose of Planning Entity	Improve outcomes for children and families by:
	<ul style="list-style-type: none"> <li>- Ofsted inspection preparation</li> <li>- Establishing and maintaining policies and procedures that ensure statutory compliance</li> <li>- Leading and delivering the social work Recruitment and Retention Strategy</li> <li>- Disseminating research evidence to practitioners and managers</li> <li>- Supporting Service Delivery of information systems</li> <li>- Undertaking reports required as part of Serious Case Review process</li> </ul>

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	538	(108)	430		7.40
Total Savings Made			(2)		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> <ul style="list-style-type: none"> <li>Ensuring the delivery of service improvement</li> <li>Ofsted Inspection preparation</li> <li>Establishing and maintaining policies and procedures that ensure compliance with statutory requirements</li> <li>Leading and delivering the social work Recruitment and Retention Strategy</li> <li>Disseminating research evidence to practitioners and managers</li> <li>Supporting the service delivery of information systems e.g. CareFirst</li> <li>Undertaking the reports required as part of the Serious Case Review process</li> </ul>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	7.40	363	175	538	(108)	430

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	POLICY & SERVICE IMPROVEMENT (Division)

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

Line	E1				
Activity	Inflation				
Description	Cost of 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	4	-	4	-	4

Line	E2				
Activity	Inflation				
Description	Cost of apprenticeship levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	2	-	2	-	2

**Section 3: Summary of Savings**

Line	B1				
Activity	Apprenticeship Levy				
Description	Implement a strategy for apprenticeship training and recruitment				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(2)	(2)	-	(2)

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

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

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	PREVENTION & EARLY INTERVENTN (Division)

Description of core purpose of Planning Entity	Prevention and Early Intervention Service provide intensive family projects, working with children on the edge of care, supporting families to achieve their full potential. Working in partnership to ensure families receive effective support, preventing families needing to progress to more intensive statutory services eg Social Care or Child & Adolescent Mental Health Services. Multi Agency Support Teams work to eradicate social exclusion, improve health/wellbeing, address antisocial behaviour for those children and young people at risk
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	15,234	(13,015)	2,219	329.00
Total Savings Made			(2,190)	20.00

NB all monetary amounts shown in £'000s

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

Line	A2				
Activity	PREVENTION AND EARLY INTERVENT				
Description	Prevention and Early Intervention 's ambition is that every child, young person and family achieves their full potential by raising expectations, attainment and enriching experiences. This will be enabled by a strong commitment to high quality services, focusing on school readiness and closing the equalities gap at the end of the foundation stage				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
329.00	11,444	3,791	15,234	(13,015)	2,219

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

Line	E2				
Activity	Loss of Funding/Income				
Description	Health Funding Contribution for Early Intervention and Prevention				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	750	750



Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	PREVENTION & EARLY INTERVENTN (Division)

Line	E3				
Activity	Inflation				
Description	Cost of 1% pay award				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	91	-	91	-	91

Line	E4				
Activity	Inflation				
Description	Cost of apprenticeship levy				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	45	-	45	-	45

**Section 3: Summary of Savings**

Line	B2				
Activity	Strengthening Families 5-year change programme				
Description	Investment in prevention and early intervention services.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
20.00	855	1,000	1,855	(4,000)	(2,145)

Line	B3				
Activity	Apprenticeship Levy				
Description	Implement a strategy for apprenticeship training and recruitment				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(45)	(45)	-	(45)

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

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

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	CYP PROVIDER SERVICES (Division)

Description of core purpose of Planning Entity	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. The 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.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	15,448	(6,806)	8,643	278.80
Total Savings Made			(50)	0.00

NB all monetary amounts shown in £'000s

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

Line	A2				
Activity	CHILDREN'S RESIDENTIAL HOMES				
Description	<p>We provide residential care for Children in Care 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>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
177.60	7,903	1,143	9,047	(4,276)	4,771

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	CYP 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 Children in Care (CIC), 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
36.80	1,508	168	1,676	(9)	1,667

Line	A4				
Activity	PLACEMENT STRATEGY				
Description	Support for the Corporate Parenting Agenda Board. Children in Care and Adopted Children 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	-	219	219	(124)	95

Line	A5				
Activity	YOUTH JUSTICE				
Description	The Youth Justice Service provides the city's statutory function for the assessment, supervision and support of young people involved in the criminal justice system. Key statutory functions include: assessment, supervision and risk management of young people on community punishment orders and on release from custody; provision of Appropriate Adult services, provision of reports to court; pre-sentence supervision and bail support; support to parents and carers of young offenders; work with victims of youth offending. Sheffield City Council is the lead agency but the service is funded through a statutory partnership funding formula, including contributions from the Home Office, Ministry of Justice, Department for Education, Probation, Police and Health.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
38.10	1,677	812	2,490	(1,700)	789

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	CYP PROVIDER SERVICES (Division)

Line	A6				
Activity	ADOPTION				
Description	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				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
26.30	1,031	986	2,017	(697)	1,321

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

Line	E1				
Activity	Inflation				
Description	Cost of 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	100	-	100	-	100

Line	E2				
Activity	Inflation				
Description	Cost of apprenticeship levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	50	-	50	-	50

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	CYP PROVIDER SERVICES (Division)

**Section 3: Summary of Savings**

Line	B1					
Activity	Apprenticeship Levy					
Description	Implement a strategy for apprenticeship training and recruitment.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(50)	(50)	-	(50)

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

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

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Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	SAFEGUARDING CHILDREN (Division)

Description of core purpose of Planning Entity	The Safeguarding and Independent Reviewing Service is an integrated service combining the core functions for child protection and looked after children. It incorporates integrated practice and services to the Sheffield Safeguarding Children Board (SSCB)
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,401	(1,009)	1,392		50.80
Total Savings Made			(11)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	SAFEGUARDING CHILDREN				
Description	<p>Core functions of the integrated service include:</p> <ul style="list-style-type: none"> <li>Convening, chairing and minuting of child protection conferences</li> <li>Independent Reviewing Service</li> <li>Managing the list of children subject to a child protection plan, performance monitoring and reporting information</li> <li>Serious Case Reviews and Child Death Overview processes</li> <li>Specialist services - Sexual Exploitation, Substance Misuse, Licensing and on-line Safety</li> <li>Support, advice, training, procedures and best practice guidance to enable organisations and individuals to understand, prioritise and discharge their safeguarding responsibilities to best effect.</li> <li>The SSCB and other specialist services are joint funded by partner agencies</li> </ul>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
50.80	1,985	416	2,401	(1,009)	1,392

Directorate	CHILDREN AND YOUNG PEOPLE
Service	CHILDREN & FAMILIES
Planning Entity	SAFEGUARDING CHILDREN (Division)

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

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

Line	E2				
Activity	Inflation				
Description	Cost of apprenticeship levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	11	-	11	-	11

**Section 3: Summary of Savings**

Line	B1				
Activity	Apprenticeship Levy				
Description	Implement a strategy for apprenticeship training and recruitment				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(11)	(11)	-	(11)

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

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



Directorate	CHILDREN AND YOUNG PEOPLE
Service	INCLUSION & LEARNING SERVICES
Planning Entity	ACCESS & PUPIL SERVICES (Division)

Description of core purpose of Planning Entity	The School Organisation Team fulfils the statutory duty to ensure sufficient high quality school places. The Pupil Admissions Team manages all elements of the school admissions process and is supported by the Children Missing From Education Team who work to ensure that all children missing from education are promptly re-engaged with educational provision. The School Liaison function provides a de-escalation service for school issues and includes the lead for services to schools and governors support.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,333	(4,406)	(73)		73.46
Total Savings Made			(274)		2.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	ACCESS & PUPIL SERVICES					
Description	The School Organisation Team fulfils the statutory duty to plan and provide sufficient high quality Primary and Secondary school places commissioning new provision where it is required and making changes to the organisation of schools. The Pupil Admissions Team provides advice and guidance to parents and schools and manages all elements of the school admissions process from application to appeals and transport. The admissions process is supported by the Children Missing From Education Team who work to ensure that all children missing from education are promptly identified and re-engaged with educational provision. The Pupil Services function includes oversight of three traded services, PESOL, and the Governors service. The latter is closely allied to School Improvement as it monitors the effectiveness of governing bodies and provides support for their operation.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	73.46	2,394	1,939	4,333	(4,406)	(73)



Directorate	CHILDREN AND YOUNG PEOPLE
Service	INCLUSION & LEARNING SERVICES
Planning Entity	ACCESS & PUPIL SERVICES (Division)

Line	B2				
Activity	Reduction in Inclusion and Learning running costs				
Description	Reduction in Inclusion and Learning Services (ILS) running costs across the Inclusion and Learning Service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(40)	(40)	(80)	-	(80)

Line	B4				
Activity	Apprenticeship Levy				
Description	Implement a Strategy for Apprenticeship training and recruitment.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(64)	(64)	-	(64)

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

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

Directorate	CHILDREN AND YOUNG PEOPLE
Service	INCLUSION & LEARNING SERVICES
Planning Entity	CHILDREN'S COMMISSIONING UNIT (Division)

Description of core purpose of Planning Entity	The function works across the Portfolio and with Partners to support service delivery and change; including consultation and engagement with parents, all partnerships and priority work programmes with schools and children's health and well being.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,909	(1,909)	-		35.66
Total Savings Made			(192)		4.00

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 parents, all partnerships and priority work programmes with schools and children's health and well being.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
35.66	1,560	348	1,909	(1,909)	-

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

Line	E1				
Activity	Loss of Funding/Income				
Description	Loss of Education Services Grant - Childrens Commissioning Unit				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	192	192

Directorate	CHILDREN AND YOUNG PEOPLE
Service	INCLUSION & LEARNING SERVICES
Planning Entity	CHILDREN'S COMMISSIONING UNIT (Division)

**Section 3: Summary of Savings**

Line	B1				
Activity	Children's Commissioning Redesign of Services				
Description	Restructure of Children Commissioning and Inclusion Learning Service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.00	(92)	(100)	(192)	-	(192)

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

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

Directorate	CHILDREN AND YOUNG PEOPLE
Service	INCLUSION & LEARNING SERVICES
Planning Entity	CHILDREN'S PUBLIC HEALTH (Division)

Description of core purpose of Planning Entity	Public Health aims to improve the health of the population and reduce health inequalities through health protection (stopping people being exposed to risk), health promotion (with individuals, communities and organisations) and through influencing the design of health care services.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	14,765	(14,709)	56		11.08
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 CYP				
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		165	165	(165)	-

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)	-

Directorate	CHILDREN AND YOUNG PEOPLE
Service	INCLUSION & LEARNING SERVICES
Planning Entity	CHILDREN'S PUBLIC HEALTH (Division)

Line	A3				
Activity	Out of City Sexual Health				
Description	Sheffield City Council is responsible to pay for Sheffield residents requiring sexual health treatment 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	P H INFRASTR & CONTRACTS				
Description	Public Health Infrastructure and Contracts - Statutory delivery of the 0-19 Healthy Child Programme. Delivery of mandatory Health Visiting functions (new birth visits, post natal visits) and statutory requirements for Safeguarding, National Child Measurement Programme, universal health screening on school entry and Vaccinations and Immunisations. Universal service delivered to 0-4 years and 5-19 years. Provided by a new integrated model through redesign of Health Visiting and Health Services to Children.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11.08	501	995	1,496	(1,440)	56

Line	A6				
Activity	NHS Trust Contracts				
Description	Sheffield Teaching Hospital - provides a confidential sexual health service including specialist information, advice, counseling, rapid testing and treatment for sexually transmitted infections				
	Sheffield Children's hospital delivers the statutory 0-19 Healthy Child Programme. Delivery of mandatory Health Visiting functions (new birth visits, post natal visits) and statutory requirements for Safeguarding, National Child Measurement Programme, universal health screening on school entry and Vaccinations and Immunisations. Universal service delivered to 0-4 years and 5-19 years. Provided by a new integrated model through redesign of Health Visiting and Health Services to Children.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	12,464	12,464	(12,464)	-

Directorate	CHILDREN AND YOUNG PEOPLE
Service	INCLUSION & LEARNING SERVICES
Planning Entity	CHILDREN'S PUBLIC HEALTH (Division)

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

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

**Section 5:Public Health Savings**

Line	F1					
Activity	0-19 Healthy Child Programme re-design					
Description	Integration of 0-4 and 5-19 Healthy Child Programme services provided by Sheffield Children's NHS Foundation Trust. This is second year of a 3 year integration/service re-design.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(600)	(600)	600	-



Directorate	CHILDREN AND YOUNG PEOPLE
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	12,532	(12,532)	-		104.54
Total Savings Made			(420)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	INCLUSION & 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. 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
104.54	5,378	7,153	12,532	(12,532)	-

Directorate	CHILDREN AND YOUNG PEOPLE
Service	INCLUSION & LEARNING SERVICES
Planning Entity	INCLUSION & TARGETED SERVICES (Division)

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

Line	E3				
Activity	Loss of Funding/Income				
Description	Government cut to Education Services Grant				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	80	80

Line	E5				
Activity	Loss of Funding/Income				
Description	SEN reform grant due to end.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	340	340

### Section 3: Summary of Savings

Line	B1				
Activity	Inclusion programme				
Description	Reduction in running costs across inclusion services.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(40)	(40)	(80)	-	(80)

Line	B3				
Activity	Sepecial Educational Needs reform grant				
Description	Activity will continue and grant award confirmed for 2017/18.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(340)	(340)

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

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

Directorate	CHILDREN AND YOUNG PEOPLE
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	1,807	(1,807)	-		8.89
Total Savings Made			(825)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	LEARNING AND ACHIEVEMT 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 children in care 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
8.89	681	1,127	1,807	(1,807)	-

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

Line	E1				
Activity	Loss of Funding/Income				
Description	Government Cut to Education Services Grant				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	825	825

Directorate	CHILDREN AND YOUNG PEOPLE
Service	INCLUSION & LEARNING SERVICES
Planning Entity	LEARNING & ACHIEVING SERVICE (Division)

**Section 3: Summary of Savings**

Line	B1				
Activity	Learn Sheffield Funding				
Description	Learn Sheffield Funding, previously funded from Education Services Grant, funded from Dedicated School Grant to continue contract up to August 2018.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(825)	(825)

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

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

Directorate	CHILDREN AND YOUNG PEOPLE
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	14-24 PARTNERSHIP (Division)

Description of core purpose of Planning Entity	Develops & delivers the city's 14-24 Strategy, the Raising Participation Age duty and post-16 provision planning, organises curriculum development in support of the new, national technical pathways with an emphasis on science, technology, engineering and maths, cultivates effective education-business links and enterprise education, secures adequate and sufficient 16-24 SEND provision, commissions and quality assures the city's Vocational Skills Programme and Alternative Provision for 500 vulnerable learners p.a., and contributes to city-region priorities for development including a careers guidance framework, the Enterprise Adviser Network and the Sheffield City Region digital strategy.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,771	(1,701)	70		9.72
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	14-24 PARTNERSHIP					
Description	Develops & delivers the city's 14-24 Strategy, the Raising Participation Age duty and post-16 provision planning, organises curriculum development in support of the new, national technical pathways with an emphasis on science, technology, engineering and maths, cultivates effective education-business links and enterprise education, secures adequate and sufficient 16-24 SEND provision, commissions and quality assures the city's Vocational Skills Programme and Alternative Provision for 500 vulnerable learners p.a., and contributes to city-region priorities for development including a careers guidance framework, the Enterprise Adviser Network and the Sheffield City Region digital strategy.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	9.72	389	1,382	1,771	(1,701)	70

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

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

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

Directorate	CHILDREN AND YOUNG PEOPLE
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	EMPLOYMENT & SKILLS (Division)

Description of core purpose of Planning Entity	Develops, commissions and delivers employment, skills and apprenticeship programmes on behalf of the City Council and the Combined Authority, targeting vulnerable and disadvantaged adults and young people disadvantaged in the labour market , leads jointly with Human Resources on the maximisation of the apprenticeship levy and manages apprenticeship training, organises the Opportunity Sheffield jobs brokerage and work experience service and the Skills Made Easy apprenticeship and skills brokerage service and secures and manages external investment in support of employment and skills provision
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	9,984	(8,322)	1,662	31.55
Total Savings Made			(942)	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
11.80	450	3,425	3,875	(4,075)	(200)

Line	A2				
Activity	EMPLOYMENT & SKILLS				
Description	Develops, commissions and delivers employment, skills and apprenticeship programmes on behalf of the City Council and the Combined Authority, targeting vulnerable and disadvantaged adults and young people disadvantaged in the labour market , leads jointly with Human Resources on the maximisation of the apprenticeship levy and manages apprenticeship training, organises the Opportunity Sheffield jobs brokerage and work experience service and the Skills Made Easy apprenticeship and skills brokerage service and secures and manages external investment in support of employment and skills provision.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
19.75	919	5,190	6,109	(4,247)	1,862

Directorate	CHILDREN AND YOUNG PEOPLE
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	EMPLOYMENT & SKILLS (Division)

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

Line	E1				
Activity	Loss of Funding/Income				
Description	100 Apprenticeship Scheme				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	200	200

Line	E2				
Activity	Loss of Funding/Income				
Description	Completion of City Deal Programme - staff costs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	500	-	500	-	500

Line	E3				
Activity	Loss of Funding/Income				
Description	LLSC staff costs associated with specific grants ending				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	200	-	200	-	200

### Section 3: Summary of Savings

Line	B2				
Activity	Identification of alternative funding				
Description	To cover residual costs from activity where the grant funding has ceased.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(200)	-	(200)	-	(200)

Directorate	CHILDREN AND YOUNG PEOPLE
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	EMPLOYMENT & SKILLS (Division)

Line	B3				
Activity	Skills Hub - initial phase				
Description	£500k from cessation of City Deal mitigated by reshaped programmes and new funding opportunities through the devolution agreement.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(500)	-	(500)	-	(500)

Line	B4				
Activity	Skills Hub - Initial Hub				
Description	Initial phase of establishing Skills Hub.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(42)	(42)	-	(42)

Line	B5				
Activity	100 Apprenticeship Scheme (LLSC)				
Description	Despite cuts to funding, alternative funding found to continue to provide employer subsidies to employ vulnerable and disadvantaged learners as apprentices.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(200)	(200)

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

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



Directorate	CHILDREN AND YOUNG PEOPLE
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	FAMILY & COMMUNITY LEARNING (Division)

Description of core purpose of Planning Entity	Commissions on behalf of the Council, the 14-24 Vulnerable Young People's programme and Family and Community Education, delivers CYPF's Study Programme and adult training contracts and manages the council's associated training units, manages Sheaf Training as a specialist vocational college and contributes to relevant Combined Authority initiatives including the development of the devolved Adult education Budget outcomes framework.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	9,624	(9,557)	67		101.66
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	16-19				
Description	<ul style="list-style-type: none"> <li>Commissions and delivers provision for young people Not in Education, Employment or Training (NEETs) and other vulnerable learners.</li> <li>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.</li> </ul>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
26.90	73	4,338	4,410	(4,410)	-

Directorate	CHILDREN AND YOUNG PEOPLE
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	FAMILY & COMMUNITY LEARNING (Division)

Line	A2				
Activity	ADULT AND COMMUNITY LEARNING				
Description	<p>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.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
24.19	957	1,374	2,331	(2,330)	1

Line	A3				
Activity	EMTAS				
Description	<p>The Ethnic Minority and Traveller Achievement Service (EMTAS):</p> <ul style="list-style-type: none"> <li>• designs and delivers support programmes targeted at under achieving young people from vulnerable communities, specifically BME</li> <li>• has strategic and operational responsibility for mentoring programmes for vulnerable young people</li> <li>• develops prevention and intervention strategies to support cohesion and develop resilient communities</li> </ul>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.48	301	109	410	(410)	-

Directorate	CHILDREN AND YOUNG PEOPLE
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	FAMILY & COMMUNITY LEARNING (Division)

Line	A5					
Activity	LEARNING SKILL AND EMPLOYMENT					
Description	Management and delivery in Sheffield City Council's four training centres of Skills Funding Agency /Education Funding Agency funded learning programmes across the majority of vocational areas. This activity includes: <ul style="list-style-type: none"> <li>• the 14 -16 Vocational Skills Programme to enhance the school-based curriculum offer.</li> <li>• apprenticeships for young people and adults.</li> <li>• work based assessments and further education in vocational sectors</li> </ul>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	44.09	1,620	853	2,472	(2,406)	66

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

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

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

Directorate	CHILDREN AND YOUNG PEOPLE
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	PERFORMANCE AND PARTNERSHIPS (Division)

Description of core purpose of Planning Entity	Seeks to meet the performance analysis needs of all CYPF services and Learn Sheffield, provides an overview of the performance of all services on behalf of the Executive Director and contributes to the corporate performance reporting process, manages statutory statistical returns to DfE and other government departments on behalf of the portfolio, supports and challenges services through the continuous improvement, project management and performance clinic processes, quality assures portfolio service plans and keeps CYPF abreast of changes to relevant regulatory and inspection frameworks.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,184	(1,088)	97		25.47
Total Savings Made			(387)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	PERFORMANCE AND PARTNERSHIPS					
Description	Seeks to meet the performance analysis needs of all CYPF services and Learn Sheffield, provides an overview of the performance of all services on behalf of the Executive Director and contributes to the corporate performance reporting process, manages statutory statistical returns to DfE and other government departments on behalf of the portfolio, supports and challenges services through the continuous improvement, project management and performance clinic processes, quality assures portfolio service plans and keeps CYPF abreast of changes to relevant regulatory and inspection frameworks.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	25.47	1,096	88	1,184	(1,088)	97



Directorate	CHILDREN AND YOUNG PEOPLE
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	SERVICES TO YOUNG PEOPLE (Division)

Description of core purpose of Planning Entity	Develops young people strategy and manages the Young People contract, commissions the targeted young people support work of the multi-agency Community Youth Teams responsible for driving down NEETs (Not in Employment, Education, Training) and tackling anti-social behaviour, organises the tracking and engagement in education, employment and training of the city's 16- 18 (24 for SEND and Care Leavers)) year olds in support of Raising Participation Age, leads on the organisation of young people involvement in support of the democratic process, seeks to ensure that young people have access to positive activities through its support of a city-wide enrichment programme organised by the voluntary sector and identifies and secures external investment in support of the city's young people services.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	4,261	(803)	3,459	28.91
Total Savings Made			(122)	3.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	COMMUNITY YOUTH TEAMS				
Description	Council staff who work in multi-agency 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
21.93	839	440	1,278	(99)	1,180

Line	A2				
Activity	SERVICES TO YOUNG PEOPLE				
Description	Develops young people strategy and manages the Young People contract, commissions the targeted young people support work of the multi-agency Community Youth Teams responsible for driving down NEETs and tackling anti-social behaviour, organises the tracking and engagement in education, employment and training of the city's 16- 18 (24 for SEND and Care Leavers)) year olds in support of RPA, leads on the organisation of young people involvement in support of the democratic process, seeks to ensure that young people have access to positive activities through its support of a city-wide enrichment programme organised by the voluntary sector and identifies and secures external investment in support of the city's young people services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.98	126	2,858	2,983	(704)	2,279

Directorate	CHILDREN AND YOUNG PEOPLE
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	SERVICES TO YOUNG PEOPLE (Division)

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

**Section 3: Summary of Savings**

Line	B1					
Activity	Investing in Services to Young People					
Description	Reshaping services including developing a commissioning model and retendering contracts.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3.00	(35)	(87)	(122)	-	(122)

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

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

Directorate	CHILDREN AND YOUNG PEOPLE
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	STRATEGIC SUPPORT (Division)

Description of core purpose of Planning Entity	Includes the service senior management team responsible for leading the service, setting strategy and overseeing actions plans, developing and commissioning provision in support of these and securing the external investment and contracts through which they are delivered. Supported by a wider team responsible for liaising with and making returns to external funders, overseeing the service's project, financial, performance and risk management and its contracting, quality assurance and audit processes.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,526	(850)	676		21.97
Total Savings Made			(195)		1.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	STRATEGIC SUPPORT				
Description	Includes the service senior management team responsible for leading the service, setting strategy and overseeing actions plans, developing and commissioning provision in support of these and securing the external investment and contracts through which they are delivered. Supported by a wider team responsible for liaising with and making returns to external funders, overseeing the service's project, financial, performance and risk management and its contracting, quality assurance and audit processes.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
21.97	1,167	358	1,526	(850)	676

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

Line	E1				
Activity	Inflation				
Description	1% pay award across LLSC				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	120	-	120	-	120



Directorate	CHILDREN AND YOUNG PEOPLE
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	STRATEGIC SUPPORT (Division)

Line	E2				
Activity	Legislation				
Description	Apprenticeship Levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	40	-	40	-	40

**Section 3: Summary of Savings**

Line	B1				
Activity	Reduction in service running costs across (LLSC)				
Description	Reduction in service running costs across the Lifelong Learning Skills and Communities (LLSC) Service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(35)	-	(35)	-	(35)

Line	B2				
Activity	Apprenticeship Levy				
Description	Implement a strategy for Apprenticeship training and recruitment				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(40)	(40)	-	(40)

Line	B3				
Activity	Reduction in LLSC running costs				
Description	Reduction in running costs across the Lifelong Learning Skills and Communities (LLSC) service				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(120)	-	(120)	-	(120)

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

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

# Communities

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
<b><u>BUSINESS STRATEGY</u></b>			
Executive and Portfolio-wide Services	3,890	576	3,314
Planning and Performance	1,184	128	1,056
Quality	519	0	519
	<u>5,593</u>	<u>704</u>	<u>4,889</u>
<b><u>CARE AND SUPPORT</u></b>			
Access Prevention & Reablement	2,949	798	2,152
Contributions to Care	1,648	35,873	-34,224
Learning Disability Service	60,383	9,512	50,871
Long Term Support	81,225	8,602	72,623
Provider Services	10,616	3,380	7,235
Safeguarding	1,834	221	1,613
Practice Development	350	0	350
	<u>159,005</u>	<u>58,386</u>	<u>100,620</u>
<b><u>COMMISSIONING</u></b>			
Housing Commissioning	10,153	2,225	7,927
Mental Health Commissioning	14,155	1,879	12,275
Public Health DACT	7,889	6,985	904
Social Care Commissioning	9,650	5,927	3,723
	<u>41,847</u>	<u>17,016</u>	<u>24,829</u>
<b><u>COMMUNITY SERVICES</u></b>			
Libraries	5,302	1,085	4,218
Locality Management	2,563	950	1,613
Public Health Community	336	321	16
	<u>8,201</u>	<u>2,356</u>	<u>5,847</u>
<b><u>HOUSING GENERAL FUND</u></b>			
Business Planning	1,022	406	616
City Wide Housing Service	5,282	2,705	2,577
Neighbourhoods Int & Tenant Supp-Gen	1,992	1,509	483
Sustainable City	1,490	1,291	200
	<u>9,786</u>	<u>5,911</u>	<u>3,876</u>
	<b>224,432</b>	<b>84,373</b>	<b>140,061</b>

Directorate	COMMUNITIES
Service	PIPS (PERF, IMPROVT & PLAN)
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	3,890	(576)	3,314		108.55
Total Savings Made			(180)		6.50

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	887	24	911	(134)	778

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
104.55	2,403	575	2,979	(442)	2,536

Directorate	COMMUNITIES
Service	PIPS (PERF, IMPROVT & PLAN)
Planning Entity	EXECUTIVE & PORTFOLIO-WIDE SER (Division)

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	41	-	41	-	41

**Section 3: Summary of Savings**

Line	B1				
Activity	Business Support Savings				
Description	This saving proposal sees the staffing budget in the service reduced to reflect current staffing/vacancy levels. The structure of the business support service will be reviewed in 2017.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.50	(150)	-	(150)	-	(150)

Line	B2				
Activity	Reduction in Mail Budget				
Description	The mail budget for the Communities Portfolio has been underspent for the last four years. There will therefore be a permanent reduction in budget.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(30)	(30)	-	(30)

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

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

Directorate	COMMUNITIES
Service	PIPS (PERF, IMPROVT & PLAN)
Planning Entity	COM PLANNING & PERFORMANCE (Division)

Description of core purpose of Planning Entity	Responsible for business architecture and infrastructure, business intelligence, business systems, performance management, service business planning, financial planning, programme/project management and governance for the Communities Portfolio.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,184	(128)	1,056	28.67
Total Savings Made			(31)	0.50

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	INFO MANAGEMENT & SYSTEMS				
Description	Responsible for business architecture and infrastructure, business intelligence and business systems for the Communities Portfolio.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.97	411	91	502	(11)	490

Line	A2				
Activity	PERFORMANCE & PLANNING				
Description	Responsible for performance management, service business planning, financial planning, programme/project management and IT system development for the Communities Portfolio.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
19.70	672	10	682	(117)	565

Directorate	COMMUNITIES
Service	PIPS (PERF, IMPROVT & PLAN)
Planning Entity	COM PLANNING & PERFORMANCE (Division)

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

Line	E1					
Activity	Inflation					
Description	Pay Award 1% + Apprenticeship Levy 0.5%					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	13	-	13	-	13

**Section 3: Summary of Savings**

Line	B1					
Activity	PIPS Staff Savings					
Description	The Planning, Improvement and Performance Service is being redesigned. This saving arises from a reduction in staffing.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.50	(31)	-	(31)	-	(31)

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

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

Directorate	COMMUNITIES
Service	PIPS (PERF, IMPROVT & PLAN)
Planning Entity	QUALITY (Division)

Description of core purpose of Planning Entity	This service covers risk management, equalities, professional practice, service user consultation and involvement are also covered.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	519	-	519		10.69
Total Savings Made			(16)		0.50

NB all monetary amounts shown in £'000s

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

Line	A2				
Activity	QUALITY				
Description	Risk Management, equalities, professional practice, service user consultation and involvement.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10.69	472	47	519	-	519

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	7	-	7	-	7

Directorate	COMMUNITIES
Service	PIPS (PERF, IMPROVT & PLAN)
Planning Entity	QUALITY (Division)

**Section 3: Summary of Savings**

Line	B1				
Activity	PIPS Staff Savings				
Description	The Planning, Improvement and Performance Service is being redesigned. This saving arises from a reduction in staffing.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.50	(16)	-	(16)	-	(16)

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

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



Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	ACCESS PREVENTION & REABLEMENT (Division)

Description of core purpose of Planning Entity	The service supports the Care Act's guidance to prevent, reduce and delay the need of care and support by offering early intervention initiatives, information and advice, assessment for new service users, identifying changes in needs following a period of reablement and preventative and reablement services.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,950	(798)	2,152		72.33
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	ACCESS PREVENTION & REABLEMENT				
Description	Hospital and Intermediate Care based services. The primary function of this service is to support people to return home from hospital safely, avoid inappropriate hospital admission and provide Social Worker support for those with significant health conditions.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
72.33	2,869	80	2,950	(798)	2,152

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

Line	E1				
Activity	Inflation				
Description	Pay Award at 1% and Apprenticship Levy at 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	34	-	34	-	34

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

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

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

Description of core purpose of Planning Entity	This service delivers financial assessments, payment recovery and resources management and runs the direct payment process.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,648	(35,873)	(34,224)		39.46
Total Savings Made			(925)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CHC INCOME				
Description	Income from Clinical Commissioning Group where individuals' care packages are either wholly or partially eligible for Health Funding.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00			-	(9,007)	(9,007)

Line	A3				
Activity	INTEGRATED CHARGE INCOME				
Description	Income from service users' contributions for non residential care, as assessed under Sheffield's Fairer Contributions Policy.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(9,434)	(9,434)

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

Line	A4				
Activity	RESI, NURSE & PTY INCOME				
Description	Service User Contributions for residential and nursing care as assessed using national regulations.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00			-	(17,360)	(17,360)

Line	A5				
Activity	PUBLIC HEALTH DIRECT PAYMENTS				
Description	Payments to individual service users funded by public health money and organised through support plans.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		300	300		300

Line	A6				
Activity	SOCIAL CARE ACCOUNTS SERVICE				
Description	Cost of the Social Care Accounts Service team which administers the payment for all care packages, manages direct payments to service users and financially assesses individual service users and collects income.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
39.46	1,263	85	1,348	(71)	1,277

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	15	-	15	-	15

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

**Section 3: Summary of Savings**

Line	B1				
Activity	Improved Debt Collection				
Description	Business processes are being reviewed with the intention of better preventing service users accruing debt to the council. In addition work will be undertaken to improve collection rates from those who owe debt to the council and are in a position to pay it.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(183)	(183)

Line	B2				
Activity	Increased Income due to Benefits Uplift				
Description	Increase in the contributions some service users make towards the services they receive due to their increase in pensions/benefits which rise in line with inflationary increases. Any increase will only follow after a financial assessment has been revised and in line with statutory guidance. This is a standard process which occurs each year.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(242)	(242)

Line	B3				
Activity	Increased contributions				
Description	A number of options have been recommended to increase contributions to the social care budget. These include: - Increase in contributions from service users as the cost of services increases in line with the cost of care. No service user will be asked to contribute beyond what they can afford - Increase in uptake of benefits. This helps the service user but also increases the contribution they are obliged to pay towards their services - Review of the Social Care Accounts Service and Financial Processes: these will be reviewed to deliver greater efficiency and improve financial control.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(500)	(500)

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

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

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

Description of core purpose of Planning Entity	The Learning Disabilities team assesses needs and provides specialist community based services, accommodation and support, short break services, specialist mental health services and 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	60,383	(9,512)	50,871	197.11
Total Savings Made			(2,330)	4.00

NB all monetary amounts shown in £'000s

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

Line	A7				
Activity	PROVIDER SERVICES				
Description	This function provides services to adults assessed as having eligible needs.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
123.28	5,071	501	5,571	(12)	5,559

Line	A9				
Activity	PURCHASING LD				
Description	Care purchased from the independent sector, direct payments and self directed support.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	52,501	52,501	(8,975)	43,526

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
73.83	2,122	189	2,311	(525)	1,786

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

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	93	-	93	-	93

Line	E2				
Activity	Demand				
Description	Cost Pressure				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	922	922	-	922

Line	E3				
Activity	Demand				
Description	Emerging Pressure full year effect 16/17 costs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	2,097	2,097	-	2,097

### Section 3: Summary of Savings

Line	B1				
Activity	Learning Disabilities Commissioning Project				
Description	This proposal is year two of a five year programme to implement the Learning Disabilities Commissioning Strategy which was agreed in 2014 by Cabinet. The aim is to support more people to live their lives and achieve their goals in their own home and within their community; and, to ensure good value for money from all service providers. Achieving these aims will lead to reduced reliance on more costly and traditional models of care and support.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(873)	(873)	-	(873)

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

Line	B2				
Activity	Reshaping In House LD Provision				
Description	Learning Disabilities Services provided in-house by the Council have been redesigned to ensure that staffing levels fit capacity and demand and to reduce any possible requirement for agency staff. The saving is the full year effect of savings 2016/17 from reduced use of agency and bank pool staff.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(492)	-	(492)	-	(492)

Line	B3				
Activity	Review of High Cost LD Community Arrangements				
Description	This proposal prioritises service users who have not received a review in the last two years. Many of these customers receive a direct payment and are unlikely to be reviewed as part of any commissioning activity already planned. It is important to support service users with regular reviews because their needs may change over time. Savings will be achievable for some service users who have now achieved a higher level of independence than when they were originally assessed, and for others because of new support options that support greater independence at a lower cost.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(553)	(553)	-	(553)

Line	B4				
Activity	Redesigning Care & Support				
Description	<p>This proposal aims to reduce the level of demand on 'formal' Adult Social Care services and support more service users to achieve greater levels of independence and wellbeing. This will reduce the amount spent, and increase the amount of support provided locally.</p> <p>There will be a new model for service users to access services based on the principles of having a better conversation with the service user at first point of contact with the intention of preventing, reducing or delaying the demand for formal services, helping people remain independent for longer.</p>				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.00	(112)	-	(112)	-	(112)

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

Line	B5					
Activity	2016/17 Budget Recovery Plan					
Description	This saving represents a 50% share (the other 50% is in Long Term Care) of the savings in 2017/18 which result from 2016/17 budget recovery plan activity.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(300)	(300)	-	(300)

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

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



Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LONG TERM SUPPORT (Division)

Description of core purpose of Planning Entity	The service assesses needs and provides resources for the care and protection of vulnerable older people, including adults with a physical disability or sensory impairment and their carers. The aim is to provide through self directed support and personal budgets care and support for people either in their own homes, or in residential care, by working in close partnership with health colleagues, Sheffield Homes, Care4you, the independent sector and voluntary organisations to assess and provide care as required.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	81,224	(8,602)	72,623		158.88
Total Savings Made			(1,624)		11.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	ADULT SOCIAL CARE PURCHASING				
Description	Care purchased from Independent Sector Providers, via direct payments and self directed support. Primarily provision of services where there is statutory duty to meet the required needs. Some provision of preventative services, to avoid higher levels of need developing (therefore maximising independence and minimising higher cost packages).				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	74,500	74,500	(7,690)	66,811

Line	A2				
Activity	ADAPTATIONS, HOUSING & HEALTH				
Description	Occupational therapy assessments, provision of equipment for minor and major adaptations, disabled facilities grant team, adaptations to non-council houses, health and housing team assessments for re-housing priorities on health grounds and the sensory impairment team.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36.65	1,385	293	1,678	(432)	1,246

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LONG TERM SUPPORT (Division)

Line	A3				
Activity	CASE MANAGEMENT FUNCTION				
Description	Provide time limited support/Social Work services to enable people to continue to live as independently as possible. Provision of support/protection for very vulnerable people. Statutory duties associated with Community Care Services define the responsibilities to assess needs and provide services. To assess and manage risks associated with vulnerable service users to agree outcomes with them to keep them free from harm and as independent as possible whilst remaining in their own home. Additionally to support people who have to go into care or who have complex mental health problems. We also work with the Sheffield Clinical Commissioning Group to establish eligibility for either social care or health care funding.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
75.24	2,768	88	2,855	(413)	2,443

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
44.18	1,640	42	1,681	-	1,681

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
2.81	264	246	510	(68)	442

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LONG TERM SUPPORT (Division)

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	82	-	82	-	82

Line	E2				
Activity	Demand				
Description	Cost Pressure				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	2,136	2,136	-	2,136

Line	E3				
Activity	Demand				
Description	Increase in demand for adult social care services due to demographic changes				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	513	513	-	513

Line	E4				
Activity	Inflation				
Description	Home Care Pressure to cover the cost of increased hourly rate 2016/17				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	750	750	-	750

Line	E5				
Activity	Inflation				
Description	Home care price increase at 2%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	239	239	-	239

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LONG TERM SUPPORT (Division)

Line	E6				
Activity	Demand				
Description	Full year effect of 16/17 pressure				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	-	1,446	1,446	-	1,446

**Section 3: Summary of Savings**

Line	B1				
Activity	Reduction to Low Cost Packages				
Description	The Council has a duty of care to review service users periodically. This proposal will review clients who are receiving very small packages of care. The review process will seek to determine whether support could be offered in less restrictive ways, such as increasing uptake of benefits, use of assistive technology, or through support in the local community that will support greater independence at a lower cost.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(152)	(152)	-	(152)

Line	B2				
Activity	Care Handling Project				
Description	Occupational Therapists have been working on a project which: - Carries out moving and handling assessments for service users who are required to have two or more carers at any one time - Identifies if additional equipment or training could improve care and dignity for service users Some savings are deliverable from this piece of work as equipment and training have facilitated carers to care more effectively and service users to live more independently.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(124)	(124)	-	(124)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LONG TERM SUPPORT (Division)

Line	B3				
Activity	Redesigning Care and Support				
Description	This piece of work will see a redesign of Council services involved in the assessment and co-ordination of support for adults with social care needs so as to improve customer, carer and staff satisfaction, improve joined up delivery both within the Council and with external partners and make best use of our resources.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11.00	(287)	(90)	(377)	-	(377)

Line	B4				
Activity	Adult Social Care First Contact				
Description	This proposal aims to reduce the level of demand on 'formal' Adult Social Care services, increasing the level of independence for our service users, reducing the amount spent, and increasing the amount of support provided locally. There will be a new model for service users to access services based on the principles of having a better conversation with the service user at first point of contact with the intention of preventing, reducing or delaying the demand for formal services, helping people remain independent for longer.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(614)	(614)	-	(614)

Line	B5				
Activity	Reduction in Care Home Admissions				
Description	A project has identified that a modest number of care home admissions could be delayed and instead service users could be supported to live more independently closer to home for longer.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(57)	(57)	-	(57)

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	LONG TERM SUPPORT (Division)

Line	B6				
Activity	2016/17 Budget Recovery Plan				
Description	This saving represents a 50% share (the other 50% is in Learning Disabilities) of the savings in 2017/18 which result from the 2016/17 recovery plan activity.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(300)	(300)	-	(300)

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

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

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	COM 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	10,615	(3,380)	7,235		299.75
Total Savings Made			(315)		8.40

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
6.00	372	1,010	1,381	(99)	1,283

Line	A2				
Activity	REABLEMENT SERVICES CP				
Description	Provides reablement services to Sheffield people.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
243.32	6,051	577	6,628	(1,115)	5,513

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

Line	A3				
Activity	CITYWIDE CARE ALARMS				
Description	Enabling our customers to lead healthy and independent lives through the installation of equipment and provision of emergency care advice, support and practical help 24 hours a day, 365 days per year (helping the individual to remain safe, secure and independent at home).				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28.89	998	656	1,653	(2,109)	(455)

Line	A5				
Activity	COMMUNITY SUPPORT SERVICES				
Description	In-House provision of social respite via Community Support Services which supports service users to remain in the community as an alternative to residential or nursing care, and respite support for their carers.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
17.54	427	48	474	(0)	474

Line	A6				
Activity	HEAD OF SERVICE				
Description	Includes Major Incident Response and other miscellaneous items managed by the Head of Service which relate to the whole of Adult Provider Services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.00	461	17	478	(57)	421

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	100	-	100	-	100



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

**Section 3: Summary of Savings**

Line	B1				
Activity	Changes to our Reablement Offer				
Description	This 2017/18 saving is the full year effect of the 2016/17 remodelling of reablement support for people who leave hospital or who are living at home but who need additional support to help them to live independently. The saving stems from efficiencies in how the service operates, including a reduction in staff; and savings from using fewer vehicles.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(283)	(32)	(315)	-	(315)

Line	B2				
Activity	Community Support Services				
Description	Reduction in funding from Housing Related Support - the in-house sensory impairment contract will end.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.40	(209)	-	(209)	209	-

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

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

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	SAFEGUARDING COM (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.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,834	(221)	1,613		18.76
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	SAFEGUARDING				
Description	This service includes the Adult Safeguarding, Mental Capacity Act and Deprivation of Liberty Safeguards (DoLS) teams which are funded through a joint partnership with health, probation, police and fire services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18.76	995	839	1,834	(221)	1,613

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	12	-	12	-	12

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

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

Directorate	COMMUNITIES
Service	CARE AND SUPPORT
Planning Entity	PRACTICE DEVELOPMENT COM (Division)

Description of core purpose of Planning Entity	This function delivers professional practice development throughout the Care and Support Service.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	350	-	350		8.57
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	PRACTICE DEVELOPMENT				
Description	This function delivers professional practice development throughout the Care and Support Service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.57	346	4	350		350

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

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

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

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

Description of core purpose of Planning Entity	Commission and develop supported housing and direct support services from a range of charitable, voluntary and independent sector providers, with the aim of helping people (a) keep a roof over their heads; and, (b) avoid negative health and wellbeing outcomes.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	10,152	(2,225)	7,927		8.27
Total Savings Made			(751)		0.00

NB all monetary amounts shown in £'000s

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

Line	A3				
Activity	HOUSING RELATED SUPPORT				
Description	Maintaining independence for vulnerable people who need additional support to maintain a tenancy.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.27	408	9,745	10,152	(2,225)	7,927

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	5	-	5	-	5

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

### Section 3: Summary of Savings

Line	B1				
Activity	Review of Housing Support				
Description	The value of a commissioned service which supports vulnerable people to access social housing will be reduced to reflect take up.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(170)	(170)	-	(170)

Line	B2				
Activity	Review of Housing Support				
Description	The Transitional Landlord Service is not currently operating at full capacity. This saving will pay for what is currently provided and will keep the number of customers receiving the service at its current level.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(40)	(40)	-	(40)

Line	B3				
Activity	Changes to our Housing Related Support Offer (3)				
Description	Floating Support Services for older people and people with physical or sensory impairments are currently split between 4 contracts. The in-house sensory impairment contract will end and the older people's contracts will be consolidated and slightly reduced. In addition a Temporary Accommodation Scheme is due to end as part of a planned remodelling of family schemes. Earmarked funding for a back office worker to support the housing support pathway is no longer considered necessary.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(356)	(356)	-	(356)

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

Line	B4				
Activity	High Support Service				
Description	Contribution to High Support Service will now be solely HRA funded				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(185)	(185)	-	(185)

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

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

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

Description of core purpose of Planning Entity	Investment in services for people who are struggling with mental ill-health through Sheffield Health and Social Care Trust and other providers.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	14,155	(1,879)	12,275		66.61
Total Savings Made			(2,700)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	ASSESSMENT & CARE MGNT-MH					
Description	Social work teams (seconded to Sheffield Health and Social Care Foundation Trust) providing information, care and advice including approved social workers, assessing the support needs of vulnerable people, agreeing and arranging care packages, reviewing care and support. Undertaking statutory assessments under the Mental Health Act.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	54.26	2,176	8,695	10,872	(927)	9,945

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	-	688	688	(386)	303

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

Line	A3				
Activity	COMMUNITY & DAY SERVICES				
Description	Partnership payments to Sheffield Health and Social Care Foundation Trust (SHSCFT) for provision of mental health services on behalf of the City Council under the Section 75 Partnership Agreement and internal provision of day services for adults under 65. Staff employed by SHSCFT.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9.85	16		16		16

Line	A4				
Activity	OLDER PEOPLES MENTAL HEALTH				
Description	Resource centre provided by Sheffield Health and Social Care Foundation Trust (SHSCFT) short term care and day care. Staff employed by SHSCFT.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	219	1,839	2,057	(150)	1,907

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
2.50	123	399	521	(417)	105

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	30	-	30	-	30



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

Line	E2				
Activity	Demand				
Description	Cost Pressure				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	-	186	186	-	186

Line	E3				
Activity	Inflation				
Description	Pay + contract inflation for staff working at the Care Trust				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	-	50	50	-	50

Line	E4				
Activity	Demand				
Description	Full year effect of 16/17 pressure				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	-	3,659	3,659	-	3,659

**Section 3: Summary of Savings**

Line	B1				
Activity	Integrated Mental Health Plan				
Description	This is a high level proposal to deliver a reduced overspend on council mental health budgets as a result of joint work between the Council and the Clinical Commissioning Group. Detailed proposals will be developed separately and taken through the appropriate governance arrangements.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(2,500)	(2,500)	-	(2,500)

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

Line	B2					
Activity	Support for People with Dementia					
Description	This is the final year's saving from the three year dementia support services plan agreed in 2014. The budget allocated to Hurlfield View Dementia Resource Centre for 2017/18 will be re-invested, in full, in supporting more people with dementia to access support nearer their home.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(200)	(200)	-	(200)

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

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

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

Description of core purpose of Planning Entity	Reducing the risk of, and increasing safety around, substance abuse and domestic abuse. Inspiring change to aid recovery from these issues.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	7,888	(6,985)	904		8.51
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					
Description	<p>Public Health and other sources fund a range of community based interventions for drugs, alcohol and domestic abuse. This ranges from brief interventions through to structured medical treatment. Interventions are aimed at both harm reduction and recovery from substance misuse dependence; and reducing risk and providing support to victims of domestic violence.</p> <p>This service aims to respond to new challenges in terms of drug trends. A key area for the city is in increasing recovery capital and opportunities including links with mutual aid.</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	8.51	341	7,548	7,888	(6,985)	904

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

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% & Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	4	-	4	-	4

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

### Section 5:Public Health Savings

Line	F1				
Activity	Savings from changes to Criminal Justice Contract				
Description	The Criminal Justice Integrated Team service went out to competitive tender in April and the successful bidder came in at a contract price lower than the budgeted envelope.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(77)	(77)	77	-

Line	F3				
Activity	Reduction in Residential Rehabilitation				
Description	Residential rehabilitation support is provided to those who need intensive support to help them fight their addiction. This saving reduces (but does not end) the budget available to support people in this way.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(50)	(50)	50	-

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	9,650	(5,927)	3,723		46.42
Total Savings Made			(114)		1.50

NB all monetary amounts shown in £'000s

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

Line	A2				
Activity	PARTNERSHIP FUNDING				
Description	Funds a range of projects and programmes delivered internally and by Voluntary, Community and Faith Sector and private providers eg Carers provision, Health and Wellbeing Board, development of Health and Social Integration.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	2,508	2,508	(1,569)	939

Line	A3				
Activity	STAFF & CONTRACTS				
Description	Contract management and commissioning of adult social care services which are delivered by Voluntary, Community and Faith sectors and private providers. Developing the Joint Strategic Needs Assessment and commissioning strategies, eg Carers, prevention, Black and Minority Ethnic , Quality in Care Homes. Partnership contract management for Adult Mental Health; resource management for independent Home Care; monitoring of care homes and other care providers.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
46.42	2,433	4,709	7,142	(4,358)	2,784

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

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	30	-	30	-	30

**Section 3: Summary of Savings**

Line	B1				
Activity	Savings to Community Equipment				
Description	A series of measures will reduce demand on the community equipment budget.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(2)	(40)	(42)	-	(42)

Line	B2				
Activity	Commissioning Staffing Savings				
Description	Staff savings in the service will be realised through holding vacancies.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.50	(70)	-	(70)	-	(70)

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

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

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

Description of core purpose of Planning Entity	Providing welcoming, safe places* where people of all ages can access and share a range of resources, information and knowledge.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	5,303	(1,085)	4,218		111.20
Total Savings Made			(250)		3.50

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	ASSOCIATE LIBRARIES				
Description	10 Libraries independent of Sheffield City Council now run by volunteer groups which are not part of the Council's Library Service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	287	287	-	287

Line	A2				
Activity	CENTRAL & COLLECTIONS				
Description	The Sheffield Central Library, the Library Theatre, The Business and Intellectual Property Centre and the management of the council's library collections and its' audience development.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
24.46	671	721	1,392	(133)	1,260

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

Line	A3				
Activity	CO-DELIVERED LIBRARIES				
Description	5 Libraries which are run by volunteers with Sheffield City Council support by maintaining buildings and providing lending materials not part of the Council's Library service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	82	82	(25)	58

Line	A4				
Activity	HERITAGE SERVICES				
Description	Sheffield's Archives and Local Studies Service which also includes records management.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14.47	417	185	602	(354)	249

Line	A5				
Activity	HUB & HOME LIBRARIES				
Description	11 Sheffield City Council Hub Libraries, 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
51.25	1,274	339	1,613	(185)	1,428

Line	A6				
Activity	LEADERSHIP TEAM				
Description	The Management Team for the Libraries Archives and Information Service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7.00	316	9	325	(18)	306



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

Line	A7				
Activity	SERVICE DEVELOPMENT				
Description	Support functions for the Library Archives and Information Service including IT and E-Services and Schools and Children's Library Service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14.02	533	469	1,002	(371)	631

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	39	-	39	-	39

Line	E2				
Activity	Loss of Funding/Income				
Description	Funding gap Associate Libraries				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	112	112	-	112

### Section 3: Summary of Savings

Line	B1				
Activity	Increase in Library Fines				
Description	Library fines will be increased to 20p per day per book for adults. This is in line with charges in Leeds and Doncaster.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(40)	(40)

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

Line	B2					
Activity	Libraries Staff Savings					
Description	Staff savings in the service will be realised through holding vacancies.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3.50	(98)	-	(98)	-	(98)

Line	B3					
Activity	Temp Reduction to Library and Community Services					
Description	A reduction to the Library and Community Services Budget on a one off basis for 17/18 to mitigate the £112k pressure of the grant for volunteer led libraries.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(112)	(112)	-	(112)

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

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

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

Description of core purpose of Planning Entity	Sheffield's wards are grouped into 7 service delivery areas, each made up of 4 wards. Each area has a Local Area Partnership, which will encourage partnership work between Councillors, the public sector, the private sector and the voluntary, community and faith sector.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,563	(950)	1,613		43.29
Total Savings Made			(265)		7.80

NB all monetary amounts shown in £'000s

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

Line	A3				
Activity	LOCALITY AREA				
Description	Sheffield's wards are grouped into 7 Service Delivery Areas, each made up of 4 wards. Each area has a Local Area Partnership which will encourage partnership work between Councillors, the public sector, the private sector and the voluntary, community and faith sector. Each Local Area Partnership will focus on tackling 3 or 4 key priorities, which have been informed by the ward plans. To address these priorities service providers will become more integrated and efficient and will work with communities to ensure they become stronger and more resilient.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.57	456	294	751	-	751

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

Line	A4				
Activity	VOLUNTARY SECTOR				
Description	Supporting the development of the Voluntary Community Faith sector, co-ordination grant funding aid, mainstream council and partnership funding maximising the use of external funding. Cohesion and migration works regionally and nationally to share best practice and ensure a joined up approach to new arrivals to the city. We work with strategic partners on national and international migration issues. We work with Voluntary Community Faith groups on partnership approaches to community cohesion, co-producing a new cohesion strategy for the city.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
30.72	178	1,634	1,812	(950)	862

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	9	-	9	-	9

Line	E2				
Activity	Loss of Funding/Income				
Description	Health and Social Care Integration Funding has ceased for People Keeping Well initiative				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	400	-	400	-	400

## Section 3: Summary of Savings

Line	B1				
Activity	Community Services Staff Savings				
Description	Staff savings in the service will be realised through holding vacancies.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(40)	-	(40)	-	(40)

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

Line	B3				
Activity	Managing the Pressure in Community Support Workers				
Description	Savings will be made from the Community Support Workers service				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.80	(225)	-	(225)	-	(225)

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

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

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

Description of core purpose of Planning Entity	The specific budgets transferred to Communities Portfolio fund the work of the Drug and Alcohol Advice Team covering prevention and treatment of alcohol and drug dependency. The Public Health Commissioning team is funded through the PH grant and covers mental health promotion, long term conditions and work to promote the health of people with learning difficulties and other vulnerable adults. The funding also includes the work of the Community Wellbeing Programme (CWP) team. The CWP is a community based programme operating primarily in the most disadvantaged parts of the City, which builds on community assets to address root causes of ill health, promote healthier lifestyles and facilitate access to health services. The team also covers work to develop the public health role of council staff.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	337	(321)	15		11.27
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A3				
Activity	COMMUNITIES PH STAFF				
Description	In house provision includes co-ordination, governance of the Health Trainers service although the operational work of this service is commissioned through Voluntary Community Faith organisations. Health Trainers are largely funded through the Sheffield Clinical Commissioning Group. Work to support people with HIV is directly provided by social care staff.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11.27	320	16	337	(321)	15

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	4	-	4	-	4

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

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

Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	BUSINESS PLANNING - GEN (Division)

Description of core purpose of Planning Entity	Rents, charges and back office costs associated with the council housing (HRA) business plan.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,022	(406)	616		2.30
Total Savings Made			(225)		0.00

NB all monetary amounts shown in £'000s

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

Line	A2				
Activity	BUS PLANNING CENTRAL OVERHEADS				
Description	Costs of running the housing business planning function.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.50	463	343	806	(367)	439

Line	A3				
Activity	BUS PLANNING SOCIAL HOUSING				
Description	The budgets fall into two categories:- <del>1</del> . The cost of the Housing Business Plan team (much of which is recharged to HRA) <del>2</del> . General fund contributions to the HRA either where services provide benefit not just to tenants but to the wider community, or where the service provided by the Council Housing Service cannot lawfully be funded from HRA (eg grounds maintenance, nominations to housing associations etc)				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.80	65	152	217	(39)	178

Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	BUSINESS PLANNING - GEN (Division)

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% and Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	1	-	1	-	1

**Section 3: Summary of Savings**

Line	B1				
Activity	Reduction in General Fund to Social Housing				
Description	<p>The General Fund makes a contribution to the HRA in recognition that some Council Housing services benefit non-tenants as well as council tenants.</p> <p>A desktop review of this contribution indicates the General Fund contribution may be overstated, particularly in relation to the cost of nominations and the housing register.</p>				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(225)	(225)	-	(225)

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

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



Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	CITYWIDE HOUSING SERVICE - GEN (Division)

Description of core purpose of Planning Entity	To provide city wide and specialist housing services focusing on prevention of housing crisis and to support independent living.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	5,282	(2,705)	2,577		66.68
Total Savings Made			(140)		2.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	ACCOMMODATION & SUPPORT				
Description	Provision of accommodation, support and related services for Refugees under Gateway Programme, temporary accommodation (including bed and breakfast) for customers owed statutory housing duties and access to supported housing. High support service for families.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
25.99	754	1,708	2,461	(1,989)	472

Line	A2				
Activity	GYPSIES AND TRAVELLERS				
Description	Management of gypsy and traveller sites in the City and support to residents of sites.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	62	130	192	(162)	30

Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	CITYWIDE HOUSING SERVICE - GEN (Division)

Line	A3				
Activity	HOUSING OPTIONS & ADVICE				
Description	Statutory homeless services including homeless prevention, homeless assessments and advice about housing problems. Local Assistance Scheme - loans for customers in an emergency and grants to support independent living.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
39.69	1,315	1,315	2,629	(554)	2,075

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	27	-	27	-	27

**Section 3: Summary of Savings**

Line	B1				
Activity	Local Assistance Scheme Review Project				
Description	The Local Assistance Scheme is being reviewed to ensure that the way it is delivered is fit for purpose and offers value for money.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	-	(80)	(80)	-	(80)

Line	B2				
Activity	High Support Service				
Description	High Support will receive additional contribution from the HRA to become fully HRA funded exclusively supporting Council House Tenants				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(60)	-	(60)	-	(60)

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

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

Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	N/HOODS INT & TENANT SUPP-GEN (Division)

Description of core purpose of Planning Entity	Services to support thriving communities and neighbourhoods. Additionally works with private sector housing provision to improve quality and standards.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,992	(1,509)	483		36.65
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	N-HOODS CENTRAL OVERHEADS				
Description	Cost of delivering services in the neighbourhoods service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		299	299	(937)	(638)

Line	A2				
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
25.85	1,042	126	1,168	(573)	595

Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	N/HOODS INT & TENANT SUPP-GEN (Division)

Line	A3				
Activity	SAFER COMMUNITIES PARTNERSHIP				
Description	This team is responsible for co-ordinating the Partnership to deliver the city's Community Safety Strategy, Joint Strategic Intelligence Assessment Action Plan and its statutory duties. This partnership has been developed to bring together all strategic partners - Council, Health, Police, Fire, Probation Services, Voluntary Section and range of other support services to achieve the city's ambition.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10.80	368	157	525	-	525

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

Line	E1				
Activity	Inflation				
Description	Pay Award 1% + Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	16	-	16	-	16

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

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

Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	SUSTAINABLE CITY (Division)

Description of core purpose of Planning Entity	Sustainable City is responsible for developing the City's Housing Strategy, including the wider growth strategy, as well as leading on related policy development.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,490	(1,291)	200		24.28
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	LOANS				
Description	The Regional Loans team provides services to Local Authorities in the wider region which facilitates the provision of loan products to vulnerable households. Loans are funded from a regional fund or by individual local authorities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.60	175	27	201	(199)	2

Line	A2				
Activity	REGENERATION				
Description	The Housing and Neighbourhood Regeneration team is responsible for the development and delivery of a number of regeneration programmes.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10.03	498	7	505	(458)	48

Line	A3				
Activity	STRATEGIC INVESTMENT				
Description	This function is responsible for the overall programme management of the Housing and Neighbourhood Investment programmes. This includes the management of the New Homes Bonus Programme.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.65	184	5	189	(168)	20

Directorate	COMMUNITIES
Service	HOUSING GENERAL FUND
Planning Entity	SUSTAINABLE CITY (Division)

Line	A4				
Activity	STRATEGY & POLICY				
Description	The Strategy and Policy team is responsible for the development and delivery of the Councils Housing Strategy as well as other related housing strategies and policies. This includes housing growth and the provision of new homes, how we make best use of our existing stock and how we support vulnerable people.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.00	160	12	172	(80)	92

Line	A5				
Activity	SUSTAINABLE CITY MANAGEMENT				
Description	Responsible for the overall management of the service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	406	16	423	(385)	38

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

Line	E1				
Activity	Loss of Funding/Income				
Description	Loss of temporary funding				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	300	-	300	-	300

Line	E2				
Activity	Inflation				
Description	Pay Award 1% & Apprenticeship Levy 0.5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	13	-	13	-	13

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

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

# Place

	<u>Gross Expenditure</u> £000	<u>Gross Income</u> £000	<u>Net Expenditure</u> £000
Business Strategy and Regulation	40,019	8,652	31,367
Capital & Major Projects	7,750	7,113	637
Creative Sheffield	4,374	1,879	2,495
Culture & Environment	29,087	17,521	11,566
Development Services	101,602	18,925	82,677
	<b>182,831</b>	<b>54,089</b>	<b>128,742</b>

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

Description of core purpose of Planning Entity	To ensure the portfolio is strategically well placed in terms of business planning, performance management, resource and investment management, business improvement and change management, resilience and effective Governance.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	40,019	(8,652)	31,367	142.50
Total Savings Made			(1,961)	9.60

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
1.80	336	587	923	(475)	448

Line	A3				
Activity	ENVIRONMENTAL REGULATIONS				
Description	Environmental Regulations covers a range of activities including Environmental Protection, Health Protection, Trading Standards and Pest Control. The majority of activity relates to the implementation of legally enforceable measures. The service exists to keep the city safe and healthy while protecting the environment.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
89.90	3,117	674	3,791	(1,225)	2,566



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

Line	A5				
Activity	LICENSING				
Description	Delivery of the Councils' legal / statutory / non-statutory licensing functions in relation to safety of sports grounds, taxi's, alcohol and entertainment (pubs, clubs, theatres, cinemas. Off licence, take aways etc.) gambling premises (Casino's, betting shops, bingo halls etc) sex establishments, street collections, house to house collections, pet shops, dangerous wild animals etc.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
21.20	785	628	1,413	(1,405)	9

Line	A6				
Activity	MEDICO LEGAL				
Description	The Medico legal centre provides mortuary services to the Coroner, supporting the investigation of unexplained deaths.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.30	373	179	553	(66)	487

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
14.30	942	271	1,213	(94)	1,119

Line	A9				
Activity	WASTE MANAGEMENT				
Description	Household waste collection and treatment services provided through outsourced integrated waste management contract with Veolia. The long term contract, to 2036, included the development of the Energy Recovery Facility, enabling the city to recover energy from waste and achieve one of the highest landfill diversion rates in the country. The budget includes a small client team responsible for the management of the contract and development of the strategy for managing waste in the city.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7.00	290	31,835	32,125	(5,387)	26,738

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

## 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	63	-	63	-	63

Line	E2				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	7	7	-	7

Line	E3				
Activity	Inflation				
Description	Provision for RPI contract inflation on waste management (2%).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	600	600	-	600

Line	E4				
Activity	Demand				
Description	Provision for increased costs on the waste management contract reflecting 2% increase in waste volumes and increased households (black bins).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	200	200	-	200

Line	E5				
Activity	Legislation				
Description	Reduction for one-off budget required in 2016-17 for enforcement operations in the Environmental Regulation service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(150)	(150)	-	(150)

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

Line	E6				
Activity	Loss of Funding/Income				
Description	Provision for unidentified savings from 2016-17.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	300	300	-	300

Line	E7				
Activity	Legislation				
Description	Provision for Apprenticeship Levy (at 0.5% of pay).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	31	-	31	-	31

Line	E8				
Activity	Loss of Funding/Income				
Description	Cost associated with the implementation of the 'More business like Place programme'.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	400	400	-	400

**Section 3: Summary of Savings**

Line	B1				
Activity	Waste Contract Review				
Description	Full review of the Veolia Waste Contract				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(1,000)	(1,000)	-	(1,000)

Line	B2				
Activity	More Business Like Place (Tranche 1)				
Description	Efficiency Savings from a re-organisation of services within the Planning, Environment Regulation, Licensing and Parking Services through the creation of a new portfolio operating model and the consolidation of administrative activities into a technical support hub. Also generating more commercial income from increased activities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9.60	(347)	(70)	(417)	(244)	(661)

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

Line	B3				
Activity	Sustained Improvement				
Description	Sustained additional income being generated following a revision of the tonnages at the ERF Facility				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(300)	(300)

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

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

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

Description of core purpose of Planning Entity	To lead the City Council's major capital projects – city developments, housing, operational and non-operational buildings and infrastructure. Also responsible for property services, design services, energy management and commercial property including markets.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	7,750	(7,113)	637		96.60
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CAPITAL DELIVERY SERVICE				
Description	The development and delivery agent for all Council-led and procured building and construction projects. The service ensures that projects, including building, construction and development projects are scoped, developed, procured, delivered and managed as efficiently and successfully as possible, whilst delivering the required outcomes to the highest possible quality and ensuring that the requisite corporate processes are followed.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
68.00	3,379	745	4,124	(3,950)	175

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 due under the CRC scheme.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	499	499	-	499

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

Line	A3				
Activity	COMMERCIAL ESTATE				
Description	Management of the commercial, rural and agricultural estates.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.00	348	277	625	(1,515)	(890)

Line	A4				
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
1.60	91	229	320	(111)	209

Line	A7				
Activity	SHEFFIELD RETAIL QUARTER				
Description	The City Council's primary objective is to enable the development of an extensive high quality retail led mixed use scheme incorporating leisure, food and drink uses in the City Centre.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	445	445	(510)	(65)

Line	A8				
Activity	PLA PROPERTY SERVICES				
Description	Corporate asset strategy and property consultancy including valuation, rating advice, acquisitions and disposals, asset rationalisation work, major projects and property negotiation.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
21.00	1,241	495	1,736	(1,028)	708

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

### 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	51	-	51	-	51

Line	E2				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	37	37	-	37

Line	E3				
Activity	Legislation				
Description	Provision for Apprenticeship Levy (at 0.5% of pay).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	25	-	25	-	25

Line	E4				
Activity	Loss of Funding/Income				
Description	Provision for loss of rental income on commercial estate.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	200	200

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

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

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

Description of core purpose of Planning Entity	Creative Sheffield is the economic development service of the Council. It is responsible for the development, delivery and monitoring of Sheffield's economic strategy as well as delivering business facing services of enterprise, inward investment and sector development.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,374	(1,879)	2,495		51.10
Total Savings Made			(216)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	ACCOUNTABLE BODY PROJECTS				
Description	Key economic development projects for which Sheffield City Council acts as the accountable body and/or manages external funding on behalf of Sheffield City Region.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		184	184	(184)	-

Line	A2				
Activity	CS REVENUE				
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
29.70	1,474	957	2,431	(620)	1,811



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

Line	A6				
Activity	CITY REGENERATION DIVISION				
Description	The service provides a single focus and client role for planning, funding and delivery of major physical and economic regeneration schemes in three Priority Regeneration Areas (City Centre, Upper and Lower Don Valley) and also encompasses the in-house team for the Sheffield Housing Company, an innovative partnership with a major house builder to provide some 2,000 new and quality, affordable homes on Council land.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14.10	357	117	474	(476)	(2)

Line	A8				
Activity	MARKETING SHEFFIELD				
Description	Strategic marketing of Sheffield as a destination to key target audiences of trade, talent and tourism and commissioning of major events including World Snooker, DocFest and the MADE festival..				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7.30	239	1,046	1,285	(599)	686

## 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	23	-	23	-	23

Line	E2				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	8	8	-	8

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

Line	E3				
Activity	Loss of Funding/Income				
Description	Provision for unidentified savings from 2016-17.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	216	216	-	216

Line	E4				
Activity	Legislation				
Description	Provision for Apprenticeship Levy (at 0.5% of pay).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	13	-	13	-	13

**Section 3: Summary of Savings**

Line	B1				
Activity	Sustained Improvement				
Description	Sustained improvement from ESIF grant funding secured to meet the cost of the Business Sheffield Gateway and Advisor team, and saving from the reduced cost of Electric Works.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(66)	(66)	(150)	(216)

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

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

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

Description of core purpose of Planning Entity	This service area delivers a range of in-house services and also commissions major sports and cultural services from trusts. Services include:- Parks and Countryside, Activity Sheffield, sports and leisure facilities, city centre management, city events (arts, sports and parks), museums, theatres, galleries and the City Hall.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	29,087	(17,521)	11,567	329.70
Total Savings Made			(3,038)	25.07

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
2.50	1	83	83	-	83

Line	A2				
Activity	ARTS STRATEGY				
Description	Business development and delivering key projects for arts and culture in the city. Specifically, facilitating the implementation of the strategic projects and working with partners and organisations across the city to maximise the impact of culture.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	69	78	147	-	147

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

Line	A3				
Activity	BEREAVEMENT SERVICES				
Description	Providing a burial & cremation service, managing City Road and Hutcliffe Wood Crematoria, and 16 Cemeteries across the city. Provision of memorialisation, including bronze plaques, Book of Remembrance.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
43.50	1,524	1,390	2,914	(4,066)	(1,151)

Line	A4				
Activity	CITY CENTRE MANAGEMENT				
Description	To manage the city centre in an efficient and integrated manner to aim to sustain current investment, footfall and retail spend and to attract future investment opportunities. We will effectively manage the city centre spaces and streets to ensure that not only their potential is fully realised, but also that they are effectively maintained in response to increased use, demands and expectations and to manage the city wide CCTV network to ensure it provides an efficient, reliable service to all partners and stakeholders.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
25.70	1,230	622	1,852	(881)	970

Line	A5				
Activity	DIRECTOR CULTURE & ENVIRONMENT				
Description	Leadership of the Culture & Environment services, plus leadership of key strategies, projects and partnerships.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	193	69	261	-	261

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

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
8.40	398	360	759	(454)	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
227.70	6,894	4,838	11,732	(6,109)	5,623

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	55	5,481	5,535	(1,007)	4,528

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

Line	A9				
Activity	PUBLIC HEALTH				
Description	The purpose of the service is to contribute to Sheffield being a healthy and successful City by tackling social determinants of ill health, health improvement programmes, tackling inequalities in health, increasing access to and improving services. The service leads public health action on several key policy areas such as tobacco control interventions to help people live smoke free lives, obesity and food and environment and health.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.80	216	2,417	2,633	(2,628)	5

Line	A10				
Activity	SHEFFIELD CITY MARKETS				
Description	Provision of the City and District Markets Service, including operational and staffing costs associated with wholesale, retail, trading and visiting markets.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14.10	680	2,491	3,171	(2,375)	796

## 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	120	-	120	-	120

Line	E2				
Activity	Legislation				
Description	Provision for Apprenticeship Levy (at 0.5% of pay).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	60	-	60	-	60

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

Line	E3				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	-	91	91	-	91

Line	E4				
Activity	Loss of Funding/Income				
Description	Provision for unidentified savings from 2016-17.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	-	112	112	-	112

Line	E5				
Activity	Demand				
Description	Provision to align the Moor Market budget with its approved business plan.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	-	-	350	350

**Section 3: Summary of Savings**

Line	B1				
Activity	Sports Facilities				
Description	Reduction in Grant to Sheffield International Venues (SIV). This saving has been agreed with Sheffield City Trust (SCT) as part of their medium term financial planning and will be delivered via a combination of cost reductions and improved income. No facility closures are required				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(1,821)	(1,821)	-	(1,821)

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

Line	B2				
Activity	Reorganisation, grant reductions, increased income				
Description	<p>Working with partner organisations to retain services with reduced funding from SCC, including securing partnership funding for "Off the Shelf", manageable reductions in grant to industrial museums and Showroom Cinema (combined savings of £57k).</p> <p>Staff restructure within the Parks and Countryside service with a focus on reduced management and support costs (but protecting frontline delivery), charging a small number of Parks Project Officers to capital projects, reduced staffing costs in Markets and an adjustment to "Off Peak" CCTV monitoring (combined savings of £498k).</p> <p>An increase in prices within Bereavement Services and additional contracted income from recently opened sports facilities. (combined savings of £550k). Switch the funding for Activity Sheffield to support maintenance and facilities in parks</p>				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
24.57	(747)	292	(455)	(650)	(1,105)

Line	B3				
Activity	Sustained Improvement				
Description	Sustained improvement in income and efficiencies across Culture and Environment services				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.50	-	-	-	(112)	(112)

**Section 4:Public Health Investments**

Line	G1				
Activity	Public Health Re-investment				
Description	Amounts arising from 2017/18 savings proposals to be re-invested back into service delivery.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	25	-	25	(25)	-



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

**Section 5:Public Health Savings**

Line	F1					
Activity	Public Health Staffing Restructure					
Description	Review of existing staffing restructure and working with partner organisations to retain services whilst reducing funding requirements on SCC.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	2.50	(91)	-	(91)	91	-

Line	F2					
Activity	Re-commissioning of Smoking Contract					
Description	Re-commissioning of smoking services using alternative contract method to embed Smoke Free Spaces into the wider Tobacco Control Programme.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(20)	(20)	20	-

Directorate	PLACE
Service	DEVELOPMENT SERVICES
Planning Entity	DEVELOPMENT SERVICES (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	101,602	(18,925)	82,677		312.90
Total Savings Made			(1,870)		20.40

NB all monetary amounts shown in £'000s

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

Line	A2				
Activity	HIGHWAY MAINTENANCE DIVISION				
Description	Management of the Streets Ahead Contract Provision of a Development Control and Adoptions Service Provision of a Highways Records Service Delivery of Highways related infrastructure programme and works Provision of a Flood & Water Management Regulatory Service				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
49.20	2,986	59,411	62,398	(1,210)	61,188

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
3.20	66	426	492	-	492

Directorate	PLACE
Service	DEVELOPMENT SERVICES
Planning Entity	DEVELOPMENT SERVICES (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
115.20	4,273	456	4,729	(4,312)	417

Line	A5				
Activity	PRECEPTS AND LEVIES				
Description	The Environment Agency charge Sheffield City Council a levy to cover flood defence for main rivers in the Sheffield area. Flood defence money is spent on the construction of new flood defence schemes, the maintenance of the river system and existing flood defences and the flood warning system. Sheffield City Council procures a core bus service via South Yorkshire Passenger Transport Executive to serve Sheffield on Boxing Day and New Year's Day and assist people travelling around the city, when no commercial operators run.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	24,506	24,506	-	24,506

Line	A7				
Activity	TRANSPORT TRAFFIC & PARKING SE				
Description	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.  Main service areas within Transport, Traffic and Parking Services (TTAPS) are :  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
145.30	5,257	4,220	9,477	(13,402)	(3,925)

Directorate	PLACE
Service	DEVELOPMENT SERVICES
Planning Entity	DEVELOPMENT SERVICES (Service)

## 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	123	-	123	-	123

Line	E2				
Activity	Legislation				
Description	Provision for Apprenticeship Levy (at 0.5% of pay).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	61	-	61	-	61

Line	E3				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	19	19	-	19

Line	E4				
Activity	Loss of Funding/Income				
Description	Provision for unidentified savings from 2016-17.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	331	331	-	331

Line	E5				
Activity	Loss of Funding/Income				
Description	Provision for loss of car park fees arising from developments in City Centre.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	100	100

Directorate	PLACE
Service	DEVELOPMENT SERVICES
Planning Entity	DEVELOPMENT SERVICES (Service)

**Section 3: Summary of Savings**

Line	B1				
Activity	Sustained Improvement				
Description	Sustained additional income from Planning Application fees and in Highway Network Management and contract cost reductions in Highways.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(231)	(231)	(100)	(331)

Line	B2				
Activity	ITA Levy				
Description	Reduction in levy.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(1,200)	(1,200)	-	(1,200)

Line	B3				
Activity	More Business Like Place (Tranche 1)				
Description	Efficiency savings from a re-organisation from services within the Planning, Environment Regulation, Licensing and Parking Services through the creation of a new portfolio operating model and the consolidation of administrative activities into a technical support hub. Also generating more commercial income from increased activity.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
20.40	(494)	665	171	(510)	(339)

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

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

## Policy, Performance & Communications

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
Accountable Body Organisations	219	219	0
Policy, Performance & Communications	4,740	2,707	2,033
Public Health	1,641	1,776	-135
	<b>6,600</b>	<b>4,702</b>	<b>1,898</b>

Directorate	POLICY, PERFORMANCE AND COMMS
Service	ACCOUNTABLE BODY ORGANISATIONS
Planning Entity	ACCOUNTABLE BODY ORGANISATIONS (Service)

Description of core purpose of Planning Entity	Sheffield Council acts as the accountable body for the provision of a number of services in partnership with organisations including Sheffield First Partnership, Sheffield Tourism and Creative Sheffield.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	219	(219)	0		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	ACCOUNTABLE BODIES					
Description						
Grant Income Source						
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure	
0.00	172	48	219	(219)	0	

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

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

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

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

Description of core purpose of Planning Entity	Policy, Performance and Communications provides a number of strategic support services for the organisation, including policy advice, performance management, partnership development, research and analysis, communications support, and web and intranet services. It is also responsible for supporting the Council's statutory scrutiny function, and for running electoral services.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,680	(2,647)	2,033		76.84
Total Savings Made			(170)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	COMMUNICATIONS				
Description	The Communications team helps the Council get its message across, to make sure the people of Sheffield know what their Council is doing for them, and what services and support are available to them. We provide a full range of communications support for the Council including liaison with the media; development and implementation of marketing campaigns; design and print services; and internal communications with staff (including support for the intranet). The Digital Services Team is part of this service and is responsible for maintaining and developing the Council's website and intranet, and supporting the delivery of digitally-enabled services to the people of Sheffield				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
37.52	1,344	228	1,572	(2,131)	(559)

Line	A2				
Activity	ELECTIONS				
Description	The Elections, Equalities and Involvement Team brings together support for key elements of the democratic accountability role of the Council – elections and registration, the Scrutiny function, and policy development on social justice, fairness, equality and involvement issues. It also ensures the council meets the full range of Equalities and Consultation duties.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7.50	330	665	995	(210)	785



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

Line	A3
Activity	EQUALITIES & INVOLVEMENT
Description	The Elections, Equalities and Involvement Team brings together support for key elements of the democratic accountability role of the Council – elections and registration, the Scrutiny function, and policy development on social justice, fairness, equality and involvement issues. It also ensures the council meets the full range of Equalities and Consultation duties.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5.68	295	51	345	60	405

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
6.28	239	47	287	(30)	257

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
14.26	910	205	1,114	-	1,114

Line	A7
Activity	PUBLIC HEALTH - INTELLIGENCE
Description	The Public Health Intelligence Team provides research, evaluation, insight and analysis support for the Council's public health responsibilities. It is also responsible for providing support to the statutory Health and Wellbeing Board, and for working with the Director of Public Health to develop his annual report and the Joint Strategic Needs Assessment
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5.60	347	20	367	(336)	31

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

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

Line	E1				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	34	-	34	-	34

Line	E2				
Activity	Legislation				
Description	Apprenticeship Levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	14	-	14	-	14

Line	E3				
Activity	Loss of Funding/Income				
Description	End of one-off grant funding for Equality Hubs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	60	60

Line	E4				
Activity	Demand				
Description	Corporate Subscriptions				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	82	82	-	82

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

### Section 3: Summary of Savings

Line	B1
Activity	Reduce equality hub grants
Description	<p>This is a saving of £60k from last year's overall expenditure on the Equality Hub Network. The closure of the Fairness Commission Pot from 2017/18 onwards, from which this funding is drawn, requires us to manage this pressure. We propose to do this by reducing the amount of funding available for Equality and Fairness grants to £75k and manage remaining costs within the existing PPC budget.</p> <p>Grants from Equality and Fairness Grants have been made to organisations across the city to promote the work of the Equality Hubs Network (EHN) and to help the council engage with communities with protected characteristics under the Equality Act 2010. The grant funding complemented work to set up and support the Equality Hub Network. The cost of this work (60k) was funded from the Fairness Commission pot and included staffing and running costs for the EHN.</p>

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(60)	(60)	-	(60)

Line	B2
Activity	Reduction in supplies & services
Description	Reduce supplies and services budgets across PPC.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(30)	(30)	-	(30)

Line	B3
Activity	On-line Communications Ordering
Description	<p>This proposal will redesign the 'customer gateway' to Communications, moving to a self-serve model to allow customers to choose and buy communications products online, rather than through a manual brokerage system. This should lead to a better overall experience for the customer, as well as reduce the amount of manual processing and hand-offs between different systems, processes and teams. Savings will be achieved through reducing the size of the brokerage team, which currently undertakes much of the manual processing.</p>

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(50)	-	(50)	-	(50)

Line	B4
Activity	Elections and registration print and postage costs
Description	<p>To reduce elections and registration print and postage costs through moving to hybrid print arrangements and extending the use of email in the registration process. The latter takes advantage of changes to the processes allowed by The Representation of the People (England and Wales)(Amendment) Regulations 2016</p>

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(30)	(30)	-	(30)

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

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

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

Directorate	POLICY, PERFORMANCE AND COMMS
Service	PUBLIC HEALTH PPC
Planning Entity	PUBLIC HEALTH PPC (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	1,641	(1,776)	(135)		10.56
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	PUBLIC HEALTH - DPH				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10.56	837	804	1,641	(1,776)	(135)

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

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

### Section 5: Public Health Savings

Line	F1				
Activity	DPH Office				
Description	Reduction in funding for GP Health checks. Remaining budget will be targeted at those most in need				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(62)	(62)	62	-

# Resources

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
Business Change Information Solutions	3,272	2,329	943
Commercial Services	1,996	3,576	-1,580
Customer Services	6,162	3,788	2,374
Finance	7,155	2,894	4,261
Human Resources	4,952	1,616	3,336
Legal Services	6,607	3,129	3,478
Resources Management & Planning	702	515	187
Transport and Facilities Management	33,320	15,833	17,487
Sub-total	<u>64,166</u>	<u>33,680</u>	<u>30,486</u>
<u>Central Costs</u>			
Central Costs - Capita	22,098	1,962	20,136
Central Costs	10,628	8,456	2,172
Housing Benefit	182,794	182,388	406
Sub-total	<u>215,520</u>	<u>192,806</u>	<u>22,714</u>
	<b>279,686</b>	<b>226,486</b>	<b>53,200</b>

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

Description of core purpose of Planning Entity	<p>The service performs the lead role for the Council and has accountability for providing the professional leadership on Business Change and Technology and Information Management including Information Security. It delivers a refreshed approach to transforming the Council's services, making our information transparent and secure and continues to exploit existing and new Technology.</p> <p>The service is responsible for enabling the Councils commitment to be an in-touch organisation by delivering the outcomes embedded in the Corporate Plan.</p> <p>Our service will play a key role in supporting the Council's objectives of 'Making changes to the right things, in the right way' and 'Bringing partners together to collaborate and develop the tools, information and support that will enable local people to become more digitally included and literate'.</p>
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,272	(2,329)	943		56.73
Total Savings Made			(76)		2.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CORE BUSINESS ICT				
Description	<ul style="list-style-type: none"> <li>To enable the Council to deliver the right changes. Ensuring the amount of change, at any one time, is achievable, and that priorities are supported by comprehensive programmes that move us, and the city, towards our long-term goals.</li> <li>Drive the digital agenda within the organisation and influence our customers to use innovative solutions that anticipate future technology advance.</li> <li>To build collaborative, effective relationships and working practices with all BCIS key stakeholders.</li> <li>Encourage and develop skilled, effective and motivated professional Change teams across the organisation.</li> <li>Drive out the maximum benefit with the organisation including through the future use of IT.</li> </ul>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28.71	1,375	(169)	1,206	(629)	577

Line	A2				
Activity	CORPORATE PROGRAMMES				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		30	30		30

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

Line	A3				
Activity	BUSINESS CHANGE				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28.02	1,962	74	2,036	(1,700)	336

**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	33	-	33	-	33

Line	E2				
Activity	Legislation				
Description	Apprenticeship Levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	12	-	12	-	12



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

**Section 3: Summary of Savings**

Line	B1					
Activity	BCIS Staff Savings					
Description	<p>The service has recently completed phase one of a review, which was targeted to achieve a saving of circa £240,000. This will result in cashable savings and a reduction in the overall traded target the service works to. Phase 2 will get underway in the winter and aim to complete by the summer, depending on the level of change required. This additional amount of £76,000 representing 3% of the BCIS budget will be included in the savings realised through the restructure. Consideration is currently being given as to how change is delivered throughout the Council which may result in staff and/or budgets being centralised and realisation of this saving easier to achieve</p>					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	2.00	(76)	-	(76)	-	(76)

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

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

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

Description of core purpose of Planning Entity	To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,996	(3,576)	(1,580)		41.77
Total Savings Made			(270)		0.00

NB all monetary amounts shown in £'000s

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

Line	A5				
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 snf efficiency improvements, whilst ensuring continuity and quality of supply.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
41.77	1,869	128	1,996	(3,576)	(1,580)

### 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	18	-	18	-	18

Line	E2				
Activity	Legislation				
Description	Apprenticeship Levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	8	-	8	-	8

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

**Section 3: Summary of Savings**

<b>Line</b>	B1				
<b>Activity</b>	Resources Additional 2% Savings				
<b>Description</b>	<p>Resources portfolio is offering a further 2% saving (a total of 5%) as part of the 17/18 business planning process to support the corporate position.</p> <p>The portfolio is confident of being able to find an additional £270k of savings to help balance the corporate position. The detail of this saving is still being finalised but is likely to include a mix of different opportunities including generating further external income, rebates, or supply chain savings with the Resources Portfolio.</p>				
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
0.00	-	-	-	(270)	(270)

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

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

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

Description of core purpose of Planning Entity	Customer Services fulfils three key roles in delivering the Customer Focus objectives in our Corporate Plan: we provide the Council's In-Person and Telephone customer access services through First Point offices and the Corporate Contact Centre. We also deliver a number of specialist services and support for external and internal customers. We are leading the Council's Customer Focus Transformation Programme.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	6,162	(3,788)	2,374		222.30
Total Savings Made			(141)		5.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CUSTOMER SERVICES				
Description	Provision of the Council's in-person and telephone customer services through First Point offices and the corporate contact centre as well as provision of a number of specialist services and support for external and internal customers				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
21.19	819	(18)	801	-	801

Line	A2				
Activity	CUSTOMER FIRST				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
120.40	2,466	522	2,988	(2,075)	913

Line	A3				
Activity	FACE 2 FACE				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
72.37	1,482	399	1,881	(1,387)	495

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

Line	A4				
Activity	RES PLANNING & PERFORMANCE				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.34	381	112	493	(327)	166

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

Line	E1				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	43	-	43	-	43

Line	E2				
Activity	Legislation				
Description	Apprenticeship Levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	22	-	22	-	22

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

**Section 3: Summary of Savings**

Line	B1				
Activity	Customer Services Staffing Reductions				
Description					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5.00	(141)	-	(141)	-	(141)

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

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

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Description of core purpose of Planning Entity	The Finance service provides an effective financial management framework, with financial leadership for the Council through strategic business and financial planning, provision of financial advice and information for service managers and elected members. The Finance service adopts a business partner approach, one of support and challenge, to the Council's service portfolios. It also manages the finance contract with an outsourced provider for finance business transactions, administering housing and council tax benefits and collection of council tax and business rates.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	7,155	(2,894)	4,261		144.26
Total Savings Made			(276)		1.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	COMMUNITIES BP				
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
19.51	831	98	929	(503)	426

Line	A2				
Activity	PEC				
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
24.09	1,028	21	1,048	(48)	1,000

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A3				
Activity	FINANCE LEADERSHIP				
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	549	27	575	(527)	49

Line	A4				
Activity	STRATEGIC FINANCE				
Description	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. 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.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
26.79	998	257	1,255	-	1,255



Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A5				
Activity	ICAM AND REVS & BENS				
Description	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.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
20.65	781	127	908	(335)	573

Line	A6				
Activity	INTERNAL AUDIT				
Description	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.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11.27	495	24	519		519

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A7				
Activity	PROJECT & COMMERCIAL				
Description	Provides financial support to large, complex or cross cutting projects and major contractual or partnership relationships to ensure that the benefits are optimised and subject to an appropriate allocation of risk. Also provide taxation advice and support so as to ensure that the Council operates in the most tax efficient way and complies with all relevant legislation and regulations. The management of the Council's banking arrangements, investment and borrowing.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11.60	803	48	851	(829)	22

Line	A8				
Activity	CYP BP				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
24.35	1,043	26	1,069	(652)	417

**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	68	-	68	-	68

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	E2				
Activity	Legislation				
Description	Apprenticeship Levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	25	-	25	-	25

### Section 3: Summary of Savings

Line	B1				
Activity	Full year effect of replacement financial system				
Description	This is the full-year additional effect of savings in licensing costs arising from replacing the existing finance system (£300k was already included in 16/17 savings; £400k will be the full-year reduction, hence a further £100k is included in 17/18).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(100)	(100)	-	(100)

Line	B2				
Activity	Finance and Commercial Services Leadership Team				
Description	Realignment of the Commercial Services and Finance structure following the merger of the services, and the undertaking of an Achieving Change process to put an improved structure in place to support the new service - specifically reduction in a DG grade and reduction in an AD post.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(85)	-	(85)	-	(85)

Line	B3				
Activity	Finance & Commercial Vacancy Management & Supplies				
Description	Following the realignment of the Commercial Services and Finance structure to support the merger of the services, there are opportunities to reduce vacancies and supplies and services across the new team to be investigated and implemented as appropriate.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(66)	(25)	(91)	-	(91)

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

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

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

Description of core purpose of Planning Entity	The OD/HR Service comprises Occupational Health, Health and Safety, Learning and Development, HR Policy and Strategy, HR Advisory, and Employee Relations. It is responsible for the lead on all people policy and practice within Sheffield City Council.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,952	(1,616)	3,336		108.04
Total Savings Made			(155)		5.50

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	HR CORE				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
71.75	3,496	533	4,029	(1,510)	2,519

Line	A2				
Activity	HR OTHER				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36.29	934	(12)	922	(106)	817

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

Line	A4				
Activity	HR RECHARGEABLE COSTS				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(158)	158	-		-

**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	44	-	44	-	44

Line	E2				
Activity	Legislation				
Description	Apprenticeship Levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	17	-	17	-	17

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

**Section 3: Summary of Savings**

<b>Line</b>	B1				
<b>Activity</b>	Business Support Vacancy Management				
<b>Description</b>	The service will seek efficiencies through income generation and vacancy management. There is also an opportunity to align business support more closely to the Fulfilment team within Customer Services.				
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
1.50	(30)	-	(30)	-	(30)

<b>Line</b>	B2				
<b>Activity</b>	Learning & Development Services Restructure				
<b>Description</b>	The Learning and Development function will restructure to meet the changing shape and nature of the organisation. It is proposed to harness all learning and development activity through a single route from leadership development to employee core development to ensure a rounded development offer. This will result in reshaping the organisation to ensure effective delivery.				
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
2.50	(50)	-	(50)	-	(50)

<b>Line</b>	B3				
<b>Activity</b>	.				
<b>Description</b>					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
0.00	-	-	-	-	-

<b>Line</b>	B4				
<b>Activity</b>	HR Vacancy management				
<b>Description</b>	It is proposed to leave the part time service manager role unfilled (£23.5k full year effect) and in addition the current vacant HR business partner role (£52K) which will total full year effect savings of £75.5K				
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
1.50	(75)	-	(75)	-	(75)

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

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

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

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

Description of core purpose of Planning Entity	Legal Services provide best value services and strong leadership, making it "easy to do the right thing". We provide a high quality legal service to meet the needs of the Council and individual portfolios and to ensure the Council carries out all aspects of its functions lawfully. We respond efficiently and effectively to requests for advice and are at the heart of proactive decision making.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	6,607	(3,129)	3,478	102.92
Total Savings Made			(141)	1.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	DEMOCRATIC SERVICES				
Description	Manage the democratic process and member development programme. This involves supporting and servicing a wide range of Council meetings including Full Council, Cabinet, Scrutiny Committees, Planning and Highway Committees, Licensing Committees, the Audit Committee and running the Lord Mayor's office.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7.80	331	1,437	1,767	(117)	1,651

Line	A2				
Activity	LEGAL SERVICES				
Description	To provide high quality legal advice regarding people to ensure the Council acts lawfully and satisfies its statutory obligations.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
44.47	2,176	19	2,195	(1,583)	612

Line	A3				
Activity	PLACE				
Description	To provide high quality legal advice regarding places and property (residential and commercial) to ensure the Council acts lawfully and satisfies its statutory obligations.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
19.86	972	10	982	(872)	111



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

Line	A4				
Activity	BUSINESS SERVICES				
Description	Deliver value for money Statutory and Regulatory Services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
13.84	751	290	1,041	(558)	483

Line	A6				
Activity	MEMBERS SERVICES				
Description	High quality administrative and secretarial support to Elected Members.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
16.95	535	87	622		622

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

Line	E1				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	42	-	42	-	42

Line	E2				
Activity	Legislation				
Description	Apprenticeship Levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	16	-	16	-	16

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

Line	E3				
Activity	Inflation				
Description	Pay Award				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	-	14	14	-	14

**Section 3: Summary of Savings**

Line	B1				
Activity	Cancel DX Courier Service				
Description	DX document courier service is used by firms of solicitors to safely transport documents between solicitors firms and the courts. As many transactions are now completed electronically there is less need for this service. Alternative postal services will be used when necessary				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(14)	(14)	-	(14)

Line	B2				
Activity	Democratic Services Staff Saving				
Description	A new structure of the democratic services team with the deletion of a vacant grade 11 post to be replaced by a grade 9 post.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
1.00	(10)	-	(10)	-	(10)

Line	B3				
Activity	Reduction in Lord Mayors budget				
Description	An overall reduction in the Lord Mayors budget of £7k.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(7)	(7)	-	(7)

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

Line	B4				
Activity	Reduce Members Allowance Budget				
Description	<p>The savings will be made in a number of ways.</p> <ol style="list-style-type: none"> <li>1. Pension savings of£6,800.</li> <li>2. Reduction in the numbers of co-optees resulting from the merger of Standards &amp; Audit Committee = £1,416</li> <li>3. Reduction in training and conference budget £5k</li> <li>4. Reduction in IT budget by £7,500</li> </ol>				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(21)	(21)	-	(21)

Line	B5				
Activity	Reduction in Subscriptions				
Description	Reduction in number of media subscriptions provided to Members				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(1)	(1)	-	(1)

Line	B6				
Activity	Generate Additional Legal Income				
Description	Increase external income target to £300k				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(88)	(88)

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

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

Directorate	RESOURCES
Service	RESOURCES MANAGEMENT& PLANNING
Planning Entity	RESOURCES MANAGEMENT& PLANNING (Service)

Description of core purpose of Planning Entity	The service includes the Executive Management for Resources, the Council's insurance and risk service and also the Business Support function for the Resources portfolio.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	702	(515)	187		12.49
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	IRM & MANAGEMENT				
Description	Management of the Councils insurance service, insurance funds and provisions, risk management strategy and framework and the Resources Business Support function				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10.49	418	97	515	(515)	-

Line	A2				
Activity	INSURANCE MANAGEMENT				
Description	Resources directorate executive management				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	198	(11)	187	-	187

Directorate	RESOURCES
Service	RESOURCES MANAGEMENT& PLANNING
Planning Entity	RESOURCES MANAGEMENT& PLANNING (Service)

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

Line	E1				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	6	-	6	-	6

Line	E2				
Activity	Legislation				
Description	Apprenticeship Levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3	-	3	-	3

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

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

Directorate	RESOURCES
Service	TRANSP & FACILITIES MANAGEMENT
Planning Entity	TRANSP & FACILITIES MANAGEMENT (Service)

Description of core purpose of Planning Entity	The Transport and Facilities Management Service provides effective management and provision of SEN home to school and adult/CYP social care transport services. Procurement and hire of vehicles, management of strategic transport contracts. Vehicle maintenance, servicing and MOT testing, support and advice on vehicle specifications, transport legislation and risk management. We provide facilities services for all Council owned property excluding Housing. This work includes ensuring Health & Safety compliance with respect to property, the management of PFI contracts on schools and offices and the Maintenance contracts and Cleaning contracts.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	33,320	(15,833)	17,487		209.44
Total Savings Made			(256)		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 Housing. 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
61.44	3,890	18,147	22,037	(7,659)	14,378

Line	A2				
Activity	CENTRAL TRANSPORT				
Description	The service transports children with special needs to school, adults to day venues and residents with difficult access to health, leisure and well being.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
116.00	3,604	629	4,233	(5,107)	(873)

Directorate	RESOURCES
Service	TRANSP & FACILITIES MANAGEMENT
Planning Entity	TRANSP & FACILITIES MANAGEMENT (Service)

Line	A3				
Activity	FLEET MANAGEMENT				
Description	Procurement and hire of vehicles built to manufacturers latest specifications and management of the transport fleet, including management of operator licences.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10.00	108	2,187	2,294	(2,178)	116

Line	A5				
Activity	WORKSHOPS				
Description	To service and repair Council vehicles to manufacturers' recommendations. Carry out vehicle testing for licensing.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
19.00	802	931	1,733	(771)	962

Line	A6				
Activity	WORKPLACE				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.00	144	2,879	3,023	(119)	2,904

**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	73	-	73	-	73

Directorate	RESOURCES
Service	TRANSP & FACILITIES MANAGEMENT
Planning Entity	TRANSP & FACILITIES MANAGEMENT (Service)

Line	E2				
Activity	Legislation				
Description	Apprenticeship Levy				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	31	-	31	-	31

Line	E3				
Activity	Loss of Funding/Income				
Description	Income Pressures				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	123	123	-	123

Line	E4				
Activity	Loss of Funding/Income				
Description	Reduced size of estate to contribute to cleaning contract costs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	200	200	-	200

**Section 3: Summary of Savings**

Line	B1				
Activity	Reduce specification for grounds maintenance				
Description	Vary Specification - self delivery of responsive elements e.g. fly tipping & graffiti removal. The contract is 90% delivered by Parks and the renegotiation is completed and implemented. Current responsive elements fall in to 5 or 21 working days response times these times will extend by up 3 days dependant on the nature of the request. Work will be prioritised on a health and safety basis so therefore won't impact responsive elements of a health and safety nature protecting the organisation and employees/customers				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(9)	(9)	-	(9)

Line	B2				
Activity	Increase charges for traded services to schools				
Description	Transport and Facilities Management Services provide traded services to non SCC organisations such as academy schools and commercial use of facilities. The proposal is to increase the charges to generate an additional 25k.  Statutory Servicing Package – 15k Use of Facilities – 10k				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(25)	(25)



Directorate	RESOURCES
Service	TRANSP & FACILITIES MANAGEMENT
Planning Entity	TRANSP & FACILITIES MANAGEMENT (Service)

Line	B3				
Activity	Reduce premises insurance costs				
Description	The level of claims has reduced due to effective work between Facilities Management and Insurance & Risk implementing new policies and procedures leading to a better managed estate and access to management information to successfully defend claims. It is therefore possible to offer a £75k cashable saving due to the reduction in level of claims whilst remaining confident we have covered the risk of remaining claims.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(75)	(75)	-	(75)

Line	B4				
Activity	Transport & FM Staff saving				
Description	Reduce facilities staffing levels by £65,000 per annum via an MER process; saving is equivalent to a 3% overall saving.  Saving to be achieved via: 47,000 G9 post 18,000 G4 post  G9 post will become vacant by the end of October 2016 due to a resignation; temporary arrangements to be put in place until 31st March 2017. G4 post is currently occupied on a temporary basis up to 31st March 2017.  Service redesign underway to achieve the saving for 17/18.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	(65)	-	(65)	-	(65)

Line	B5				
Activity	Savings from Kier insourcing				
Description	Facilities Management strategic contracts delivered by Kier will be fully insourced by 1st April 2017. Insourcing these contracts will lead to savings in the use of staff, vehicles, licences, materials, accommodation, IT, fuel, travel costs, site monitoring, use of machinery etc.  By condensing elements of the service and geographically organising resources between the major sites results in cost avoidance of operating costs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(38)	(38)	-	(38)

Line	B6				
Activity	Lease Burngreave Vestry Hall				
Description	Savings will be realised by leasing the building to a VCF sector organisation				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(44)	(44)	-	(44)

Directorate	RESOURCES
Service	TRANSP & FACILITIES MANAGEMENT
Planning Entity	TRANSP & FACILITIES MANAGEMENT (Service)

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

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

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Directorate	RESOURCES
Service	OTHER CENTRAL COSTS - CAPITA
Planning Entity	OTHER CENTRAL COSTS - 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	22,098	(1,962)	20,136		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				
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		22,098	22,098	(1,962)	20,136

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

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

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

Directorate	RESOURCES
Service	CENTRAL COSTS
Planning Entity	CENTRAL COSTS (Service)

Description of core purpose of Planning Entity	These are costs managed centrally which are essentially outside of the immediate control of the Council. The key components of the service are: Former Employee Pension Costs; Benefit Payments; Outsourced Services; Corporate Fees.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	10,628	(8,456)	2,172		0.00
Total Savings Made			(200)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	BANKING				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		371	371		371

Line	A2				
Activity	CORPORATE COSTS				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	7,400	1,766	9,166	(4,197)	4,969

Directorate	RESOURCES
Service	CENTRAL COSTS
Planning Entity	CENTRAL COSTS (Service)

Line	A3				
Activity	REVS & BENS				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		1,091	1,091	(4,259)	(3,168)

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

**Section 3: Summary of Savings**

Line	B1				
Activity	Reduction in central pension liabilities				
Description	The cost of pensions for former employees is reducing as the number of individuals in receipt of the pensions naturally declines. This saving proposal reflects the full year effect of the reduced costs that are being experienced in the current financial year.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(200)	-	(200)	-	(200)

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

**Section 5:Public Health Savings (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
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	182,794	(182,388)	406		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1
Activity	HOUSING BENEFIT
Description	
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		182,794	182,794	(182,388)	406

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

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

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

<b>Original Budget 2016/17</b>	<b><u>Summary Revenue Budget</u></b>	<b>Original Budget 2017/18</b>
<b>£000</b>		<b>£000</b>
	<b>Portfolio budgets:</b>	
66,423	Children Young People and Families	66,239
136,587	Communities	140,061
129,101	Place	128,742
1,900	Policy Performance and Communications	1,898
<u>52,224</u>	Resources	<u>53,200</u>
<b>386,235</b>		<b>390,140</b>
	<b>Corporate Budgets:</b>	
	<b>Specific Grants</b>	
-74,601	PFI Grant	-74,437
-9,323	New Homes Bonus (LGF)	-7,029
-1,490	Business Rates Transitional Grant	-1,467
-2,880	Small Business Rates Relief	-3,976
0	Improved Better Care Fund	-2,188
0	CCG Better Care Fund Income	-5,000
0	Adult Social Care Grant (2017/18 only)	-2,717
	<b>Corporate Items</b>	
8,200	Redundancy Provision	6,200
-18,846	Pension Costs	-13,567
8,405	New Homes Bonus (LGF)	7,029
-698	Public Health Savings / re-investments	-698
2,700	Independent Living Fund Pressure	0
4,555	Better Care Fund	3,000
0	Social Care Risk	2,000
0	Strengthening Families - Think Forward Investment	4,000
25,094	Schools and Howden PFI	25,285
600	Infrastructure Investment	900
27	Payment to Parish Councils	22
300	ICT Refresh	300
-9,300	Better Care Fund	0
80,100	Pension Deficit Payment	0
1,067	Other	1,523
	<b>Capital Financing Costs</b>	
23,681	General Capital Financing Costs	22,944
8,314	Highways PFI Capital Financing Costs	11,630
28,199	MSF Capital Financing Costs	18,844
	<b>Reserves Movements</b>	
-882	Contribution from Reserves	-7,604
-53,400	Reserves Movements Relating to Pension Early Payment	20,417
<b><u>406,057</u></b>	<b>Total Expenditure</b>	<b><u>395,551</u></b>
	<b>Financing of Net Expenditure</b>	
-90,592	Revenue Support Grant	-67,790
-106,131	NNDR/Business Rates Income	-96,746
-29,124	Business Rates Top Up Grant	-39,583
-176,467	Council Tax income	-182,116
-283	Collection Fund surplus	-398
-3,460	Social Care Precept	-8,918
<b><u>-406,057</u></b>	<b>Total Financing</b>	<b><u>-395,551</u></b>

## Reserves Strategy

### INTRODUCTION

1. This appendix reports on the latest position in relation to the level of the Council's reserves. Section 25 of the Local Government Act 2003 requires the statutory Chief Finance Officer (the Executive Director of Resources) 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 2017/18 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 2017-22 Medium Term Financial Strategy period.
3. This assessment of reserves is even more important in the context of the significant and continuing cuts in central government funding, which is set to last until 2019/20. In addition, there is pressure on the capital programme and ultimately any deficit on the programme would have to be charged to revenue reserves. Reserves can be used temporarily to fund services and this is reviewed as part of the budget strategy.  
However:
  - reserves are "one off" funds and using them in the budget will only delay the need to make savings. Once used, they are clearly not available to support future years.
  - they are therefore most suited to covering "one off", unexpected costs such as emergencies (e.g. the Sheffield flood in 2007) or costs that are likely to be incurred in the future but the timing is uncertain (e.g. legal or other claims against the council).



## TOTAL RESERVES

4. The Council's Statement of Accounts for 2015/16 <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 £334m as at 31 March 2016. 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, local share of business rates and council tax. It is only this category with which this reserves strategy and budget report to Cabinet and Full Council is concerned.
  
5. None of the resources for schools, HRA or capital can be used for the Council's General Fund spending, so for the purposes of setting the budget, £169m of the "usable reserves" are irrelevant, namely:
  - Schools reserves of £17m;
  - Housing revenue account reserves of £12m, and;
  - Capital reserves of £140m, 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 £165m of General Fund reserves. However, as part of the assessment of the adequacy of reserves referred to above, a number of reserves are "earmarked" ie committed to cover liabilities for

expenditure which is already committed but not yet paid for, as explained below.

7. The table below shows that next year (2017/18), earmarked/committed reserves levels are planned to increase by £12.8m. This is primarily a cash flow movement as a result of repayments to reserves following the temporary use to fund an early pension deficit payment made during 2016/17 to deliver savings for 2017/18 to 2019/20. This is a repetition of the process followed in 2014/15.
8. The table also highlights the split of earmarked/committed and non-earmarked reserves. Of the £117.5m as at 31 March 2017, all but £9m is set aside as earmarked reserves for future liabilities.

### Summary Estimate of Non-Earmarked & Earmarked Reserves at 31 March 2017 & 31 March 2018

Description	Balance at 31/03/17 £000	<i>Movement in 2017/18</i> £000	Balance at 31/03/18 £000
<b>Non-earmarked Reserves</b>			
General Fund Reserve	9,013	3,587	12,600
	<b>9,013</b>	<b>3,587</b>	<b>12,600</b>
<b>Earmarked Reserves</b>			
<b>Invest to Save Post 2015</b>	<b>(911)</b>	<b>2,218</b>	<b>1,307</b>
PFI Reserve	(882)	(1,079)	(1,961)
Highways PFI Reserve	15,231	(1,240)	13,991
<b>Total PFI Reserve</b>	<b>14,349</b>	<b>(2,319)</b>	<b>12,030</b>
<b>Major Sporting Facilities</b>	<b>41,031</b>	<b>(11,165)</b>	<b>29,866</b>
<b>New Homes Bonus</b>	<b>6,445</b>	<b>(4,000)</b>	<b>2,445</b>
<b>Insurance Fund Reserve</b>	<b>10,653</b>	<b>0</b>	<b>10,653</b>
<b>Public Health</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other earmarked</b>	<b>36,962</b>	<b>24,491</b>	<b>61,453</b>
<b>Total Earmarked Reserves</b>	<b>108,528</b>	<b>9,226</b>	<b>117,754</b>
<b>Total Revenue Reserves</b>	<b>117,541</b>	<b>12,813</b>	<b>130,354</b>

\* a negative number (in brackets) indicates that the reserve is in deficit: in this case because of up front investment that is to be repaid in future years from savings.

## GENERAL (NON-EARMARKED) REVENUE RESERVES

9. The purpose of general revenue reserves is to provide funding for any unforeseen risks and expenditure which may arise in the year, but only as the last resort for emergency funding. Reserves also provide flexibility in managing fluctuations between budgets and actual expenditure or emergencies: a good example being the Sheffield floods in 2007, when we had to use reserves to fund spending on the recovery operation before reclaiming costs from insurance or the Government. Finally, cash reserves and other working capital generate interest which is used in the funding of the budget.
10. Non-earmarked General Fund Reserves (the “working balance”) are estimated to be £9.0m at 31 March 2017, representing only 2.3% of the 2017/18 budget (at the maximum net budget requirement of £396m). The main reason for this anticipated reduction from the March 2016 position is a result of having to use an estimated £3.0m of the reserve to offset the likely overspend in 2016/17.
11. The £12.6m figure for General Fund Reserves as at 31 March 2018 is assessed to be the minimum requirement and hence the budgeted contribution during 2017/18. If the value was to fall below this minimum, it would have to be replaced as soon as possible as the Council would always need a minimum level of emergency reserves.
12. 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...”*
13. Sheffield’s level of General Fund reserves as at 31 March 2017 is below this benchmark. It is also low in comparison to most other major cities. The table below shows that Sheffield had the lowest level of General Fund reserves as at 31 March 2016 as a percentage of its 2015/16 net revenue budget when compared to similar councils.

	Un-earmarked reserves 31 March 2016* (£m)	% of Net Revenue Budget (16/17)
Birmingham	110.8	13.1%
Manchester	27.7	6.7%
Bristol UA	20.0	6.1%
Liverpool	24.8	5.9%
Nottingham	11.2	4.6%
Newcastle	10.1	4.3%
Leeds	21.6	4.3%
Sheffield	12.6	3.1%

\*Based upon 2015/16 RO data

## EARMARKED RESERVES

14. 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.

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

### Invest to Save Projects – Post 2015 (£1.3m)

16. The Council's Modern and Efficient Council programme has delivered a number of core infrastructure and business transformation projects that are essential to the future success of the Council's business operations. The ongoing successes of these programmes have delivered in excess of £8.9m of permanent savings, which have been used to help offset budget pressures over the last few years.

17. Following this success, the council is launching a number of new initiatives aimed at delivering significant long term savings as a result of some upfront developmental investment.

### **Private Finance Initiative (PFI) Reserve (£12m)**

18. 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. These reserves are therefore firmly committed in medium to long term.
19. The reserve is reporting a balance of £12.0m as at 31<sup>st</sup> March 2018. £17.1m has been borrowed from this reserve to fund the pension deficit early payment in 2016/17. These funds will be fully repaid during 2018/19 to ensure that sufficient funds are available to meet any outstanding liabilities, highlighting how we use long term committed reserves in the short term to create savings opportunities, but the reserve has to be repaid to meet the long term commitment.

### **Major Sporting Facilities (MSF) (£29.9m)**

20. The remaining funds are required for the future costs of the Major Sporting Facilities debt (re: Ponds Forge, Hillsborough Leisure Centre, etc.). It was agreed at Cabinet in June 2013 to reschedule the leasing arrangements with Sheffield City Trust, as a result of which this reserve has been re-profiled, thus releasing £7m of savings to the revenue budget in 2014/15 to 2016/17 and £5.1m in 2017/18.

### **New Homes Bonus (£2.4m)**

21. 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 and to fund economic growth projects. This reserve sets aside the payments until required for agreed projects, which now for part of the wider Growth Investment Fund.

### **Insurance Fund (£10.7m)**

22. 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 £10.6m) should be classified as an earmarked reserve.

## Other Earmarked Reserves (£61.5m)

23. This includes various specific earmarking including:

- equal pay claims;
- redundancies;
- contingencies for potential budget deficits, including risk of business rate income shortfalls;
- pension deficit payments;
- portfolio reserves agreed by Cabinet in previous years for service specific issues, e.g. Bereavement Service business plan funds.

24. There is a forecast net in-year increase on these reserves totalling £12.8m. This is predominantly due to the aforementioned repayment of funds used to make the early pension deficit payment to deliver significant savings (resulting in an increase of £20.4m), offset by a contribution of £7.6m to support the General Fund revenue budget in 2017/18.

## ASSESSMENT OF LEVEL OF RESERVES

25. 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.

26. Given the severely restricted funding outlook for the foreseeable future and the level of risk in the 2017/18 budget, the level of reserves is low but not inadequate. The Executive Director of Resources recommended during the 2017/18 budget process that:

- The General Fund Balance be replenished to an agreed figure of £12.6m, and therefore in line with the recommended level of 3% to 5% of the council's net spending, regarded by most Chief Finance Officers in the Audit Commission's research as a prudent level for General Fund reserves.

27. In order to achieve this position it is recommended that £4.0m of the uncommitted NHB reserves is unearmarked and transferred to support the General Fund Balance.

## CORPORATE RISK REGISTER

This Appendix provides a brief overview of the main financial risks facing the Council in 2017/18 onwards. A more detailed schedule of these risks will be monitored by the Executive Management Team to ensure that they are mitigated.

### Corporate Risks

#### 2017/18 Budget Savings & Emerging Pressures

1. There will be robust monitoring to ensure that the level of savings required for a balanced budget in 2017/18 are achieved. This is particularly important given the cumulative impact of £352m of savings over the period 2011-17, and the backdrop of continuing reductions in Government grant from 2017/18 onwards.
2. Whilst preparing the 2017/18 budget, officers identified numerous pressures which, if left unchecked, could lead to significant overspends in 2017/18 and beyond. The following pressures have been highlighted because they present the highest degree of uncertainty.

#### Capital financing costs

3. The Council currently maintains a substantial but prudent under borrowed position to help support the revenue budget and mitigate residual counterparty risk on cash investments. In operating with an under borrowed position, the Council exposes itself to interest-rate risk. This risk is exacerbated by the uncertainty created by the EU referendum decision. Recognising this, Treasury maintain a regular dialogue with the Director of Finance and the Executive Director of Resources to monitor the risk and review mitigation opportunities.

#### Business Rates

4. Following the introduction 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 dates back to 2005 with 76% of the main outstanding appeals relating to prior to localisation of business rates.
5. As at 31 December 2016, there were over 1,300 properties, with a rateable value of approximately £175m, under appeal in Sheffield. There have been a large number of appeals lodged in the last three



years relating to GP Surgeries, ATM's and Virgin Media. The decision by the Valuation Tribunal to significantly lower the rateable value of GP Surgeries, and the Government's apparent preference to move to full academisation of schools, will have a material impact on the business rates revenues collectable by Sheffield City Council in 2017/18 and beyond.

6. Not all of the £175m rateable value noted above is at risk and not all the appeals will be successful. However due to the uncertainty around these factors a prudent provision was taken during 2016/17 to mitigate the loss of income as a result of successful appeals. Actual trends on appeals continue to be monitored in 2016/17, with any revised estimates of the impact of appeals forming part of the 2017/18 budget process.
7. As part of the Business Rates Retention Scheme, there is a built in revaluation process every five years to ensure the rateable values of the properties remain accurate. This process has been delayed for 2 years, but will come into effect from 1 April 2017. This has seen all hereditaments in Sheffield revalued and assigned a revised rateable value. There is the potential for a large number of appeals due to Revaluation and this will be taken into account when compiling the 2017/18 budget.
8. Virgin Media are our largest hereditament following the 2017 Revaluation and their appeals feature a claim that all their hereditaments should feature on one authority's list. Should they be withdrawn from Sheffield's Rating list, it has been confirmed that we will be covered by additional top up grant from DCLG.
9. The 2017 revaluation process being undertaken by the Valuation Office Agency (VOA) has seen a slowdown in the number of appeals processed so far in 2016/17. It is anticipated that the processing of appeals will increase towards the year end. In 2017/18 and beyond, the VOA will be required to process 2017 appeals under the Check, Challenge and Appeals process, which will delay the process of clearing the 2010 appeals backlog. This may necessitate an increase in the appeals provision.
10. The draft list for the 2017 Revaluation highlights significant changes for a number of hereditaments within the city. The overall Rateable Value of the city has increased by £2.5m as a result of revaluation, however within that there are a number of increases and decreases in value.



### Implementation of savings proposals

11. The risk of delivering savings in 2017/18 in specific areas such as adults' and children's social care is considerable, given the increasing demand pressures and the levels of savings that have been achieved in previous years. To mitigate this, officers are working on the safe and legal implementation of budget proposals by:
  - Ensuring that there is a thorough understanding of the impact of proposals on different groups and communities, including discussions with Cabinet Members and undertaking Equality Impact Assessments for budget proposals ;
  - Carrying out appropriate and meaningful consultation activity with affected communities and stakeholders, and ensuring that where a proposal affects a supplier or provider, that appropriate consultation and equalities work is undertaken with service users, and;
  - Discussing budget proposals with affected members of staff in advance of making them public, and putting in place MER processes where required, in consultation with HR.

### **Medium Term Financial Position**

12. On 19 October 2016, Cabinet considered a report of the Executive Director of Resources entitled Medium Term Financial Strategy (MTFS) 2017/18 to 2021/22. This report provided an update of the Council's MTFS to reflect the budget decision of the Council for 2016/17 and the potential impact of the next 5 years of the Government's plans for deficit reduction. This report sets the planning scenarios for the medium term.
13. The report on the MTFS indicated that there would be ongoing reductions in Revenue Support Grant (RSG), based on the 2015 Spending Review which covers the period to 2020/21. As part of the MTFS, the Council accepted the Government's offer of a multi-year settlement, which gives the Council greater certainty over its main grant from central government. The cumulative reduction in RSG is expected to total £53.7m for the three-year period 2017-20.
14. The Council's financial position is significantly determined by the level of Business Rates and Council Tax income. Each of these may be subject to considerable volatility and will require close monitoring. They also necessitate a focus on delivering economic growth to increase our

income, and on delivering outcomes jointly with other public sector bodies and partners.

15. It is worth noting that, as of 2020/21, the Council will no longer receive RSG, as part of the move towards full retention of business rates. This shift in the financing regime underscores the risk outlined in the above paragraph.

### **Pension Fund**

16. 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.
17. Initial results of the triennial review for pensions which covers 2017 to 2020 highlighted the total liabilities being underwritten by the Council for external bodies is £10.4m. It is worth noting that this figure is based upon the current estimates of the pension funds in deficit. However, should an organisation become insolvent, this liability will be crystallised and subject to a 'least risk basis' calculation. This calculation would in effect substantially increase the amount due from the Council.
18. A review of these risks is being undertaken to ensure that any impact of potential crystallisations are minimised.

### **Economic Climate**

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

### **External Funding**

21. The Council utilises many different grant regimes, for example Central Government, Sheffield City Region and the 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.

22. As the Council's 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.
23. Moreover, the pressure on the General Fund means that Service Managers are forced to seek more external funding. As a result the general level of risk associated with grants is increasing, because of the additional workload this creates amongst a reduced and potentially inexperienced workforce.
24. The result of the recent referendum on EU membership does not in the short term change the risk profile of EU grants.

### **Cash Management**

25. The Council has been proactively managing counter-party risk since the credit crunch of 2008. Counter-party risk arises where we have cash exposure to bank and financial institutions who may default on their obligations to repay to us sums invested. Counter-party risks have diminished over the last financial year as banks have been obliged to improve their capital funding positions to mitigate against future financial shocks. However, the UK's decision to leave the European Union has the potential to intensify these risks, as it creates significant political, economic, legislative and market uncertainty, which is unlikely to be resolved in the short term. The Council is continuing to mitigate counter-party risk through a prudent investment strategy, placing the majority of surplus cash in AAA highly liquid and diversified funds.
26. As part of the 2017/18 budget process, we have developed the Treasury Management and Investment Strategies, both of which were based on discussions with members and senior officers about our risk appetite. This included a review of our counter-party risk to ensure it was reflective of the relative risks present in the economy. A cautious approach will be adopted whilst the uncertainties created by the exit from the EU are resolved and the level of market volatility returns to normal levels. Given the profound nature of the exit from the EU, we may need to review our Treasury Management and Annual Investment Strategies

to ensure we have the ability to respond appropriately to market volatility.

27. 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. Interest rates on borrowing have been affected by the EU referendum and the Council has drawn down some loans to lock into historically low rates where the expenditure is anticipated within the current financial year. The uncertainties caused by the UK exit from the EU will require the Council to remain vigilant to interest-rate risk, and we will draw down loans in a timely manner to mitigate against borrowing costs rising above our target rates.
28. The Council is continuing its efforts to ensure full compliance with the increasingly stringent requirements of the Payment Card Industry Data Security Standard (PCI DSS). PCI DSS is a proprietary information security standard for organizations that handle branded credit cards from the major card schemes including Visa, MasterCard and American Express.
29. The Council has undertaken a small number of early payments to some of our major suppliers in return for a saving on the contract cost. To date agreements have been reached with 3 suppliers and others are being considered. There is a risk to the Council that having received payment these companies may fail to deliver the services. This is mitigated by the existing contract protections, financial evaluations of the companies and parent company guarantees. Also as goods and services are delivered against these contracts, the level of exposure reduces over time.

### Welfare Reforms

30. 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:** This has been replaced with a local scheme of Council Tax Support from April 2013. The Council approved the replacement scheme, based on the reduced funding available from the 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:** Since 2013 the Government has introduced, and will continue to introduce, various changes to the Housing Benefit system. These changes aim to reduce the level of benefit paid and so potentially impact on the recipient's ability to pay rent and Council Tax. Consequently there may be an adverse impact on the level of arrears particularly as a result of the introduction of Universal Credit.
- **Introduction of Universal Credit:** The roll-out of Universal Credit for claimants in Sheffield started, for new, single job seekers, in January 2016. Roll-out to other new claimants is planned to start in July 2018. However, full migration of existing working age Housing Benefit claimants will not start until at least 2019 and is not expected to be finished until at least 2021. There are no known plans to discontinue Housing Benefit for pensioners (who make up half of our Housing Benefit caseload) although arrangements for funding are under review.
- Potentially the biggest impact on the Council's finances of the introduction of Universal Credit is on the Housing Revenue Account (HRA) and collection of rent. Support towards housing costs is currently paid through Housing Benefit direct to the HRA; in future this will be paid through Universal Credit direct to individuals. It is estimated that this could double or even treble the cost of collection and increase rent arrears by £12m by the end of 2020/21. However, impacts are uncertain at present as there is limited data available therefore estimates will be reviewed as we learn from the roll-out. There will also be an impact on the current contract with Capita and internal client teams.

### **Children, Young People and Families (CYPF) Risks**

#### **Education Funding**

31. Schools are entitled to receive a proportion of the Council's Dedicated Schools Grant (DSG) which Schools Forum have decided can be de-delegated back to CYPF to fund central services. On conversion academies can choose whether to buy into those services, thus creating

a potential funding gap. Up to £500k could be at risk to centrally funded services should Academies choose not to buy back those services funded from de-delegated DSG from the local authority.

32. If an academy is a sponsored conversion then the Council will have to bear the cost of any closing deficit balance that remains in the Council's accounts. In 2017/18 this cost to the Council is estimated at around £100k and remains a risk for any future conversions, especially with the expansion of the academy conversion programme.
33. Also as part of the Spending Review and Autumn Statement 2015, the Government announced that it will introduce a national funding formula for schools, high needs and early years. The Government had planned to introduce this new funding formula from 2017/18; however, the new system will now apply from 2018/19. The Government has launched a detailed consultation; further details and the financial impact for Sheffield are expected later in 2017.
34. As part of transition to a National Funding Formula, when all funding allocations to schools will be directly managed by Education Funding Agency (2019-20), Sheffield Schools Forum is expected to review and approve all previously held centrally held allocations subject to a limitation of no new commitments or increase in expenditure over the next two years. These historical commitments are now part of the central school block and school forum approval is required each year to confirm the amounts on each line. Expenditure in centrally held funding amounts to around £8m.

### **Children's Social Care**

35. There is an increase in demand for services for children's social care, including demand related to Unaccompanied Asylum Seeking Children. A number of transformational projects have been put in place to manage the increase in demand within available resources. Implementation of these programmes is contingent upon cross service and cross portfolio working.

### **Communities Risks**

36. In 2016/17 a gap of £9.3m in the council's funding was bridged using £3.5m of CCG funding and council reserves. For 2017/18, the CCG has committed to contribute £5m. As with last year, the remainder will need to be funded from temporary sources until such time as sustainable savings proposals are developed from within the Better Care Fund in

order to balance the budget for future years. Work to identify these remains ongoing.

37. Significant cost pressures were identified during 2015/16 which translated into higher demand in 2016/17 on Mental Health purchasing budgets. This was as a result of some changes to care packages managed by the Care Trust. Whilst these changes are the right thing to do from a system wide perspective, they had a disproportionate impact on the Council. In 2017/18 it is proposed to enter a pooled budget arrangement with the Clinical Commissioning Group and manage Mental Health services jointly within the Better Care Fund and identify savings through a new joined up approach to delivering services.
38. In 2016/17 we have seen significant increased pressures on demand for Council adult social care services which has resulted in a forecast over spend position. For 2017/18 we have put in measures to address the budget gap however the risk remains that continued demand pressures increasingly affect our ability to set a balanced budget.

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

39. There are a number of future risks and uncertainties that could impact on the 30 year HRA business plan. Major changes for social housing have been set out in the Welfare Reform and Work Act and the Housing and Planning Act, although there have been some amendments to the original proposals. The risks include:
  - The continuation of the extension of Right to Buy to housing associations – the Government will fund a large scale regional pilot in 2017/18;
  - The introduction of fixed term tenancies, and;
  - Further Welfare Reform changes including the roll-out of Universal Credit.
40. The impacts of this legislation on the HRA are continually being assessed.
41. Other identified risks to the HRA include:
  - **Interest rates:** Fluctuations in the future levels of interest rates have always been recognised as a risk to the HRA. These are continually re-assessed as part of the overall debt HRA strategy.



- **Repairs and Maintenance:** Existing and emerging risks within the revenue repairs budget include unexpected increased demand (for example due to adverse weather conditions). The ongoing programme of proactive repair and improvement of roofing and heating systems in particular should help to mitigate this risk. This may be mitigated to some extent in the longer term by the insourcing.

### Place Risks

#### 2017/18 Revenue Budget savings

42. The Place budget comprises three significant contracts – Streets Ahead programme, Waste Management contracts and the South Yorkshire Passenger Transport Levy – which together absorb 80% of the General Fund support. The Portfolio cannot meet projected reductions in local authority funding by cutting only the remaining 20% of the budget without a significant reduction in services. Thus in the 2015/16 Business Planning process, the Portfolio's strategy was based on reducing the cost of these contracts to preserve the other services.
43. The South Yorkshire Transport Levy has been successfully reduced but the Streets Ahead and Waste Management contracts have not. The Portfolio has now developed three strategic interventions, including: further savings from the Transport Levy which follow on from existing plans, reducing the level of support to Sports Trusts, and embarking on a review of all the other services seeking a business-like approach to service delivery seeking to reduce cost or maximise income. Realising the efficiencies and opportunities within this review is crucial to maintaining the current Place savings. The review is at an early stage and requires swift implementation, along with a number of other strategic interventions, if the necessary revenue budget savings are to be realised in 2017/18. Failure to do so will very probably create an overspend pressure for the Council.
44. In light of the above risks, a review of waste services has taken place with a staged strategy agreed. As with any service change, there is a risk to the continuity of service delivery and in the longer term there is a potential financial risk if the expected investment does not result in better value services. There is also a risk to the short term achievement of the 2017/18 budget savings if the project timetable slips. In order to mitigate the risks a robust governance structure has been put in place to review



progress and issues and make decisions to ensure that the optimum solution is achieved.

45. The Council has entered into a 25 year contract with Amey to maintain and renew the public highway. Part of this work involves the replacement of trees which are damaging the pavement, with the introduction of new varieties which are more suitable to a roadside location. The Council has successfully defended a legal challenge on the application of its policy. It has agreed a revised policy in respect of the removal of trees involving additional public consultation. The hiatus in the programme caused by the legal action and potential subsequent delays during the consultation could make the Council vulnerable to substantial additional charges from the contractor.
46. The Month 9 forecast shows that up to £1.7m of the 2016/17 budget saving initiatives in Development Services (£1.1m on the Streets Ahead contract) had not been achieved. These will roll forward to 2017/18 as part of the base budget and create an immediate pressure in that and future years unless these are delivered or a sustainable mitigating cost saving can be identified.
47. The Portfolio undertakes a number of complex, high profile capital projects which require strong cost control from the sponsor and project manager. Experience in 2016/17 has shown that this discipline is not present in all projects and has exposed the portfolio to a requirement to find funding from the Revenue Budget to fund the overspend.

### **Capital Programme Risks**

#### **Capital Receipts and Capital Programme**

48. The Council faces the risk of significant year on year capital receipts targets not being met due to reduced land values, which reflect the depressed market and the impact of the Affordable Housing policy. This could result in over-programming, delay or cancellation of capital schemes.

#### **Project Cost Control**

49. There is an inherent risk within all the programme of overspending on any single project as a result of unforeseen circumstances (e.g. ground conditions or contamination) or poor management and planning. The Council has made significant improvements in the management of capital projects including improved risk management. However, in the

event of an overspend it will have to use its own limited resources to plug the gap.

### **Housing Regeneration**

50. There is a risk to delivering the full scope of major schemes such as Park Hill because of the instability in the housing market. This could result in schemes 'stalling', leading to increased costs of holding the sites involved.

### **Olympic Legacy Park**

51. The Council supports the development of the Olympic Legacy Park to regenerate the Lower Don Valley. Some parts of the infrastructure need private party or external funding to realise the vision. The Council has an obligation to provide a number of facilities to the educational establishment facilities on site against a very tight timescale. If the other site developments do not proceed on time, the Council may have to step in with funding which will place additional strain on the funding of the capital programme.

### **Sheffield Retail Quarter**

52. The Council has committed to incur around £60m to acquire land, secure planning consent, and a further £27m for the plan being worked on by our development manager to deliver the new retail quarter in the city centre. The scheme is being funded through prudential borrowing which will be repaid from the increased Business Rates that the completed scheme will produce (known as Tax Incremental financing (TIF)). The financing costs are being capitalised while the scheme is in development. There is a risk that if the scheme ceases to be active that the financing costs of circa £5m pa will have to be provided for from existing budgets. There is also a longer term risk that if the scheme does go ahead that the business rates generated are not sufficient to cover the financing costs. In order to mitigate these risks the Council is working closely with its advisors and potential tenants to ensure that a viable scheme is being developed. It is also ensuring that the level of TIF is set at a prudent level.
53. In addition to the £87m already committed, the Council may in future have to invest substantial sums (potentially several hundred million pounds) to create the public realm and develop a proposition which an external investment developer would take forward.

54. This may also involve the construction of buildings on a speculative basis with only part of the building pre let. The Council has already approved a further £86m for the construction of the first building in the Retail Quarter on this basis, which has secured HSBC bank as an anchor tenant. It is anticipated that the property will be fully let and will be sold on completion. If this is not the case this would result in additional financing costs of a further £5m and the Council will be at risk for payment of these and any service costs for any periods of non-occupancy.
55. Overall spend to date is £67m against the £173m approved amount.

### **Schools Expansion programme**

56. In February 2016 the Cabinet approved a report setting out the need to provide additional places in primary, secondary and Sixth Form establishments. The immediate demand for places in the next three years will require the Council to commit funds ahead of receipt from Central Government. The latest estimate of the gap is a maximum of £20m in 2018/19, after mitigating action. In subsequent years we expect to receive sufficient funding to repay the cash flow by 2020/21.
57. In the event of a change of government policy which reduced the financial support available to local authorities' capital programmes, the Council would very probably be faced with a greater affordability gap in the schools' capital programme than has already been identified above, requiring it to contribute its own capital resources.
58. The Council already faces pressure to maintain the condition of the school building estate, so there is limited opportunity to divert funds earmarked for maintenance to support the school place expansion programme. The Council has taken steps to minimise this exposure by challenging the construction industry to build to a specific cost target against Education Funding Agency standards, and, matching the provision of some 16 – 18 year places to demand.

Appendix 6 will be completed following the formal approval of the Parish and Preceptors Council Tax levels for 2017/18.

# Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and the Annual Investment Strategy for 2017/18

## 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) which covers:

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

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

**A mid-year treasury management report** – This will update members with the progress, amending prudential indicators as necessary, and advise whether any policies require revision

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

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

### **Treasury Management Strategy for 2017/18**

The strategy for 2017/18 covers two main areas:

#### **Capital issues**

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

#### **Treasury management issues**

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

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

## **Training**

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

The Cabinet Member for Finance has been provided with treasury management training from officers in the final quarter of 2016/17. 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 CIPFA and the Council's Treasury Management consultants.

The Council's Treasury Manager holds a qualification in international treasury management awarded by the Association of Corporate Treasurers.

## **Treasury Management Consultants**

The Council uses Capita Asset Services as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

## **The Capital Prudential Indicators: 2017/18 – 2019/20**

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, both those agreed previously, and those forming part of this budget cycle.

## Members are asked to approve the capital expenditure forecasts:

The following table shows capital expenditure forecasts:

Capital Expenditure	2015.16	2016.17	2017.18	2018.19	2019.20
	Actual	Forecast	Budget	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Resources	£5,003	£14,977	£1,826	£0	£0
CYP	£30,371	£30,707	£21,941	£13,315	£110
Communities	£334	£325	£0	£0	£0
Place	£71,981	£76,647	£85,276	£65,504	£13,767
Housing	£72,718	£82,684	£84,851	£88,205	£73,602
Highways General	£15,599	£12,740	£5,649	£0	£0
Highways Capital Contribution	£30,196	£32,077	£38,750	£0	£0
Corporate	£0	£2,400	£0	£0	£0
<b>Total</b>	<b>£226,202</b>	<b>£252,556</b>	<b>£238,293</b>	<b>£167,023</b>	<b>£87,480</b>

The table shows the Council's on-going commitment to investing in the city.

The Place portfolio shows particularly high level of investment reflecting the asset acquisitions and development costs associated with the flagship Sheffield Retail Quarter project – including the offices being built on the old Grosvenor hotel site. These projects will seek to revitalise the city centre retail offer and to attract and retain businesses in the city, allowing us to compete with regional and out-of-town alternatives.

The Council also continues to invest in city development projects including improvements to flood defences to provide the city with resilience to the growing threat of adverse weather conditions: recognising the importance to the regional and city economy of the industrial sector in the Don Valley; as well as improvements to the Brookhill area.

The Council also continues to invest in leisure facilities such as the Graves Park Leisure Centre and all weather pitches assisted by funding from the FA. The Council is also working on improving public transport connectivity across the city and working with the universities on research projects.

In response to the growth in the city's population, the Children & Young People (CYP) service is investing in the provision of new and improved schools.

The Council continues to invest in its housing stock building on the Decent Homes programme that ended in 2013. This will seek to address affordable housing provision in the city, tackling one of the most significant issues for our communities.



In 2017/18 we will see the last of the Highways Capital Contributions, helping to fund the Streets Ahead programme which is essential to enabling the Council to maintain its road network in a cost effective manner.

The above financing need excludes other long term liabilities, such as PFI arrangements. Assets will be acquired through PFI arrangements according to the following profile:

	2015.16	2016.17	2017.18	2018.19	2019.20
Assets acquired through PFI	Actual	Forecast	Budget	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Highways	£47,206	£47,059	£11,113	£0	£0
<b>Total</b>	<b>£47,206</b>	<b>£47,059</b>	<b>£11,113</b>	<b>£0</b>	<b>£0</b>

The use PFI financing means that we have leveraged financial support from government to address investment need in our highways infrastructure. The large amounts of money to be invested in highways through PFI arrangements and more traditional financing represents the Council's prioritisation of the city-wide Streets Ahead programme that will transform the city's road and pathway network.

The table below summarises our capital expenditure plans and 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.

	2015.16	2016.17	2017.18	2018.19	2019.20
Capital expenditure:	Actual	Forecast	Budget	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
<b>Capital expenditure:</b>					
Non-housing	£153,484	£169,872	£153,442	£78,819	£13,877
Housing	£72,718	£82,684	£84,851	£88,205	£73,602
<b>Total</b>	<b>£226,202</b>	<b>£252,556</b>	<b>£238,293</b>	<b>£167,023</b>	<b>£87,480</b>
<b>Financed by:</b>					
Capital Receipts	£14,583	£21,727	£13,974	£16,064	£15,264
Capital Grants & Contributions	£78,180	£91,125	£35,725	£16,831	£3,310
Revenue Contributions	£60,582	£64,650	£68,176	£68,708	£55,138
<b>Net borrowing need for the year</b>	<b>£72,856</b>	<b>£75,054</b>	<b>£120,418</b>	<b>£65,420</b>	<b>£13,767</b>
<b>Fund Split</b>					
General Fund	£72,856	£75,054	£120,418	£65,420	£13,767
HRA	£0	£0	£0	£0	£0
<b>Total</b>	<b>£72,856</b>	<b>£75,054</b>	<b>£120,418</b>	<b>£65,420</b>	<b>£13,767</b>

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

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

A proportion of the Council's borrowing need over this period relates to the capital contributions to the Highways Streets Ahead project. This project is essential to enable the Council to maintain its road network in a cost effective manner, moving away from comparatively expensive and inefficient remedial repair work. Using historically cheap borrowing for the Streets Ahead project has further enabled the Council to make significant savings on what we would have otherwise paid to a contractor under the PFI contract.

The Council will also continue to use borrowing to support the development of the Sheffield Retail Quarter including the office development on the site of the old Grosvenor Hotel. The flagship scheme is aimed at kick-starting the regeneration of the city centre and the costs of this borrowing will, in time, be offset capital receipts from the sale of our interest in the Sheffield Retail Quarter development and by increased income generated from business rates.

The significant use of revenue resources to fund capital expenditure primarily relates to the use of revenue reserves and 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.

The increase in CFR relates to General Fund expenditure while 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 £395m of such arrangements within the CFR.

The following table shows CFR projections:

Capital Financing Requirement	2015.16	2016.17	2017.18	2018.19	2019.20
	Actual £'000	Forecast £'000	Budget £'000	Estimate £'000	Estimate £'000
CFR non-housing	£987,416	£1,076,887	£1,177,689	£1,117,311	£1,003,168
CFR housing	£345,996	£345,968	£345,941	£345,914	£345,887
Total CFR	£1,333,412	£1,422,856	£1,523,631	£1,463,225	£1,349,055
<b>Movement in CFR</b>	<b>£115,017</b>	<b>£89,444</b>	<b>£100,775</b>	<b>£-60,406</b>	<b>£-114,170</b>
<u>Movement in CFR represented by:</u>					
Expenditure not funded by grants, receipts, or contributions	£98,571*	£75,054	£120,418	£65,420	£13,767
Additional PFI liabilities	£47,206	£47,059	£11,113	£0	£0
- MRP/VMRP and other movements	£-30,759	£-32,669	£-30,756	£-125,826	£-127,937
<b>Movement in CFR</b>	<b>£115,017</b>	<b>£89,444</b>	<b>£100,775</b>	<b>£-60,406</b>	<b>£-114,170</b>

\*The 2015/2016 figure includes the impact of the prior adjustment arising from a change in accounting treatment

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 enables. These flows will arise from increased rates as new businesses set up in the city, and from cost reductions generated from investment that allows us to conduct our business in a more cost effective and efficient manner.

The significant increase the money we put aside for repaying debt in 2018/19 and 2019/20 (£125.8m and £127.9m respectively) reflects the large capital receipts anticipated from the proposed sale of our interest in the Sheffield Retail Quarter development and Cavendish offices following the completion of Council funded works.

## **Minimum Revenue Provision (MRP) policy statement**

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

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

Regulations have been issued by the Department for Communities and Local Government that require the full Council to approve an MRP statement in advance each year. This statement sets out how the Council determines how the MRP will be calculated. Guidance affords a variety of options to Councils, so long as the calculation results in a prudent provision.

### **The Council is recommended to approve the following MRP statement:**

For capital expenditure incurred before 1<sup>st</sup> April 2008, or which in the future will be Supported Capital Expenditure (expenditure which receives income support from government), MRP will be charged on a flat line basis over fifty years. This will ensure that all debt associated with Supported Capital Expenditure is fully provided for up to the Adjustment A level that is required of us by government within fifty years and better aligns the charges we make to the General Fund with the funding we receive from government. This approach is a prudent way of ensuring the Council can pay down debt in good time.

The Council will apply voluntary minimum revenue provisions to realign overall charges to the 'regulatory method' where it is considered prudent to do so.

From 1<sup>st</sup> April 2008, the MRP on all unsupported borrowing will be based on the 'asset life method'. This means that MRP will be based on the estimated useful life of the assets created.

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

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

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

The Council will also withhold MRP payments related to the acquisition of assets purchased under compulsory purchase orders (CPO) where there is a commitment to pass these assets and their costs onto a development vehicle.

Where capital loans are provided by the Council under section 25 of the 'The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003', the Council will, where it is prudent to do so, align MRP profiles to loan repayments. This will ensure the Council does not unnecessarily charge amounts to its revenue budget.

The Council can at times receive capitalisation directives from the Secretary of State. Where this is the case, the Council's policy will be to provide for MRP as the capitalisation is defrayed, rather than on initial recognition. The 'asset-life' approach will be taken to providing for MRP on capitalized spend, 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.

Core Funds and Expected Investment Balances	31/03/2015	31/03/2016	31/03/2017	31/03/2018	31/03/2019
	Actual £'000	Forecast £'000	Budget £'000	Estimate £'000	Estimate £'000
<b>Year End Resources:</b>					
Cash backed reserves*	£257,107	£181,233	£164,363	£188,557	£175,711
Capital Receipts	£104,565	£90,000	£75,000	£50,000	£45,000
Provisions	£31,112	£26,112	£24,112	£24,112	£23,612
<b>Total Core Funds</b>	<b>£392,784</b>	<b>£297,345</b>	<b>£263,475</b>	<b>£262,669</b>	<b>£244,323</b>
Working Capital	-£129,115	-£73,205	-£50,000	-£40,000	-£32,000
(Under)/over Borrowing	-£179,600	-£202,416	-£129,095	-£100,000	-£100,000
<b>Expected Investments</b>	<b>£84,069</b>	<b>£21,723</b>	<b>£84,380</b>	<b>£122,669</b>	<b>£112,323</b>

*\*The vast majority of these reserves are earmarked for future spend, and do not represent available surplus for the budget*

The above table shows that the Council remains 'under-borrowed'. This means that we have not taken loans from banks, government, or other parties to finance all our borrowing needs. Instead, the Council has used its own cash balances that it doesn't need right now. These balances include grants received in advance that we're yet to spend, reserves and provisions being held over for future spend, and capital receipts that haven't yet been deployed.

Operating in this manner is a good-fit for our wider operating environment. Low interest-rates mean that investment returns from cash held on deposit are poor. This does not provide us with an incentive to hold cash on deposit. Conversely, whilst borrowing costs are still very low they are still higher than investment returns. So, where possible, it is cheaper to use our own cash balances than use external loans at more expensive rates.

Aligned to this is the residual counterparty risk in the market place. This means that we are still wary about investing with some financial institutions (such as banks and pension funds) following the credit-crunch of 2008 and bank failures. Limiting our exposure to these institutions remains a prudent course of action.

Whilst retaining the under-borrowed position we have also looked to use our cash balances efficiently, as we would any other asset.

This has encouraged us to look at using our cash in more innovative means to both provide revenue savings and support service delivery changes.

The Council continues to use selectively advance payment for a small number of strategic suppliers in return for securing savings on the normal contract price which go towards supporting the revenue budget.

These up-front payments, complement those relating to the Major Sporting Facilities and the Triennial Pension Deficit, both in 2014/15 and in 2016/17, and result in the negative working capital shown in the table above.

The above table shows that the Council's investment balances are expected to end the 2016/17 at a relatively low base, following the additional Triennial Pension Deficit payment for the 2017/18 to 2019/20 period. As these arrangements unwind our cash balances will replenish themselves.

Future cash profiles for 2017-18 onwards are consistent with the Council's approach to reducing the General Fund and HRA under borrowed position over time and our expectations around reserve levels.

It is anticipated that the Council's reserves will be called upon in the coming years to support the revenue budget and protect services. As these reserves are used, the cash backing them also falls.

Whilst an under-borrowed position is currently advantageous, it does expose us to a level of risk around interest-rates.

Should the Council's plans change in the future it may need additional cash that is no longer available to support the under-borrowed position. If this occurred the Council would be required to go to the markets to raise cash through loans. The risk is, therefore, that should we need to raise loans they will be more expensive than they are now.

Accordingly, it is important that we manage this risk, and retain exposure at a level we think is appropriate. To mitigate this risk, and to further reduce the under-borrowed position, the Council intends to take additional loans in 2017/18 whilst rates remain historically low. These loans will bring cash into the Council to offset the outflows principally associated with our investments in the Streets Ahead and the Sheffield Retail Quarter and Cavendish schemes.

Treasury officers will continue to monitor the financial markets to ensure our cash management plans are properly aligned to the Council's investment decisions and the ongoing risks in the wider economy.

The Council's expected investment balances are likely to fluctuate considerably during the year due to the irregular nature of cash flows, in particular grant income received from government.

### **Affordability Prudential Indicators**

The previous sections cover the overall capital and control of borrowing prudential indicators. Prudential indicators are also required to assess the affordability of the capital investment plans. These indicators highlight the impact of the capital investment plans on the Council's overall finances.

**The Council is asked to approve the following indicators:**

#### **Ratio of Financing Costs to Net Revenue Stream**

This indicator identifies the trend in the cost of capital (principally borrowing and PFI arrangements) against the net revenue stream. The net revenue stream consists of the money we have available from grant, Council Tax, and other sources that is without restriction and can be spent as the Council sees fit.

The indicator below highlights a rise in the amount of the General Fund (non-HRA) and HRA net revenue stream that is being spent on financing costs:



<b>Ratio of Financing Costs to Net Revenue Stream:</b>	<b>2015.16 Actual £'000</b>	<b>2016.17 Forecast £'000</b>	<b>2017.18 Budget £'000</b>	<b>2018.19 Estimate £'000</b>	<b>2019.20 Estimate £'000</b>
Non-HRA	16.5%	18.4%	20.1%	19.6%	19.8%
HRA	9.8%	9.3%	9.9%	10.7%	11.0%

This reflects two prominent issues:

1. We anticipate incurring more borrowing costs in the future than we do now; and,
2. The revenue income streams used for this calculation are falling.

At a very high and unsophisticated level, this means that we are spending more on capital financing, and have a smaller income base from which to pay for it. However, these ratios should not be viewed entirely in isolation from other sources of information.

The increase in non-HRA financing costs primarily relates to the Council's investment in the Streets Ahead project and the Sheffield Retail Quarter and Cavendish office schemes.

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. The 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 over the life of the contract which unfortunately are not reflected in the above prescribed ratios.

The Council also plans to continue to invest in the city centre to kick-start the regeneration of the area known as the Sheffield Retail Quarter. As part of the wider Sheffield Retail Quarter, the Cavendish scheme aims to develop new offices on the former Grosvenor Hotel site for use by HSBC Bank. These investments 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 keep businesses in the city and attract new rate payers. However, we anticipate capital receipts from the proposed sale of our interest in the Sheffield Retail Quarter development and Cavendish offices following the completion of Council funded works which will help reduce financing costs in the 2018-2020 period.

The HRA's increase reflects the fact that while costs are largely being funded through housing rents, restricting the need for additional borrowing, rent levels are reducing by 1% over the 2017/18 to 2020/2021 period in accordance with central government direction. 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.



## Incremental Impact of Capital Investment Decisions on Council Tax

The Council operates a policy of striving to ensure that all new unsupported borrowing funded projects are self-financing. This means that existing budgets are found to fund new borrowing costs, or that the projects operate on an 'invest-to-save' basis whereby investment in a project enables savings to, at a minimum, service the borrowing costs incurred on that project. As a result of this policy, capital projects funded by borrowing should not, in normal circumstances, add additional costs to the Council's budget.

The Council considers a variety of options when considering how to fund capital projects. Currently, and due to global economic conditions, the Council can borrow money at historically low rates. This has enabled the Council to use borrowing to fund capital projects that will in turn generate revenue savings whilst helping us meet our wider objectives.

As an example, the Council will be using cash raised from borrowing to part finance the Streets Ahead project. By putting our own cash into the project the Council has been able to secure significant savings on the contract cost the PFI provider would otherwise have charged us. This saving arises because borrowing costs are significantly cheaper for the Council than the provider.

Accordingly the following indicator should not be viewed in isolation from the fact that our capital investments are generating revenue savings that are not represented within the figures shown. These saving have, though, contributed towards the Council managing the significant cuts imposed upon it without recourse to large Council Tax rises.

The indicator does, however, show what the cost to an average Band D council tax bill would be if we did not follow the policy and all new borrowing costs had to be met by an increase on council tax:

The average impact upon a Band D council tax bill would be:

Incremental Impact of Capital Investment Decisions on Council Tax	2015.16	2016.17	2017.18	2018.19	2019.20
	Actual	Forecast	Budget	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Council Tax Band D	£35.77	£53.74	£94.08	£118.92	£107.11

## 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.

Impact on Weekly Housing Rents	2015.16 Actual £'000	2016.17 Forecast £'000	2017.18 Budget £'000	2018.19 Estimate £'000	2019.20 Estimate £'000
Weekly housing rents	£0.00	£0.00	£0.00	£0.00	£0.00

While there is a significant housing stock investment programme this investment is being met by rental income and reserves rather than new borrowing. The table shows therefore there is no anticipated impact on rent levels arising from this investment.

### **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.

<b>Current Portfolio Position</b>	<b>2015.16 Actual £'000</b>	<b>2016.17 Forecast £'000</b>	<b>2017.18 Budget £'000</b>	<b>2018.19 Estimate £'000</b>	<b>2019.20 Estimate £'000</b>
<b>External Debt</b>					
Loans at 1st April	£679,003	£739,964	£778,715	£955,976	£937,379
Expected change in Loans	£60,961	£38,751	£177,261	-£18,598	-£99,673
PFI liabilities at 1st April	£363,111	£395,228	£426,155	£426,345	£417,322
Expected change in PFI liabilities	£32,117	£30,927	£190	-£9,023	-£10,437
Transferred Debt at 1st April	£21,392	£18,619	£15,570	£12,215	£8,524
Expected Change in Transferred Debt	-£2,773	-£3,050	-£3,355	-£3,690	-£4,059
Actual Gross Debt at 31st March	£1,153,811	£1,220,439	£1,394,536	£1,363,225	£1,249,055
The Capital Financing Requirement	£1,333,412	£1,422,856	£1,523,631	£1,463,225	£1,349,055
<b>Authority Under/(Over) Borrowing</b>	<b>£179,600</b>	<b>£202,416</b>	<b>£129,095</b>	<b>£100,000</b>	<b>£100,000</b>
less HRA under/ (over) borrowing	£54,127	£55,122	£29,095	£0	£0
GF Under / (Over) Borrowing	£125,474	£147,294	£100,000	£100,000	£100,000
	<b>£179,600</b>	<b>£202,416</b>	<b>£129,095</b>	<b>£100,000</b>	<b>£100,000</b>

The rise in external loans and PFI liabilities is consistent with the Council's significant investment in the Streets Ahead project. The Council has committed to making MRP charges to eliminate the debt associated with this project by 2038.

The table also highlights that the Council plans to continue to manage an under borrowed position. This means that in the near term the Council will opt to use some of its surplus cash to fund capital expenditure rather than take out new loans.

This policy is helping the Council to meet its budget challenges by allowing us to avoid the interest charges that come with external loans. It does, however, mean that the Council loses investment income from cash that would otherwise be on deposit. As investment returns are currently poor, and default risk from financial institutions still elevated, this represents a prudent use of our cash.

However, as the table shows, the Council intends to reduce its under borrowed position for the General Fund to more manageable levels and move toward eliminating the HRA under borrowed position. Once the HRA under borrowing has been eliminated, the HRA loan portfolio would be in line with the overall HRA CFR.

These actions are a deliberate move to mitigate the Council's exposure to interest rate risk. Whilst using our surplus cash in the short term is beneficial, in the longer term we are likely to have to replenish that cash with loans in order for it to be spent as originally planned for. Interest rate risk is the risk that when we come to raise those loans the cost of servicing them is prohibitively high. This is an issue the Council is monitoring closely, as interest rates are likely to rise in the coming years.

Whilst this approach has been advocated for a while, the use of cash balances to solicit early payment discounts from a number of key suppliers means that the cash to support under-borrowing at current levels is unsustainable and new borrowing will

be required to ensure the Council is able to meet its commitments when they become due.

This indicator also serves as a test as to whether the Council complies with the requirement to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2017/18 and the following two financial years.

The Director of Finance & Commercial Services 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 a similar figure to the CFR as shown for 2016/17 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; which in future years build in both planned (i.e. known schemes) and future capital expenditure:

Operational Boundary	2015.16	2016.17	2017.18	2018.19	2019.20
	Actual £'000	Forecast £'000	Budget £'000	Estimate £'000	Estimate £'000
Loans	£945,000	£950,000	£1,160,000	£1,160,000	£1,160,000
Other Long Term Liabilities	£420,000	£475,000	£440,000	£440,000	£440,000
<b>Total</b>	<b>£1,365,000</b>	<b>£1,425,000</b>	<b>£1,600,000</b>	<b>£1,600,000</b>	<b>£1,600,000</b>

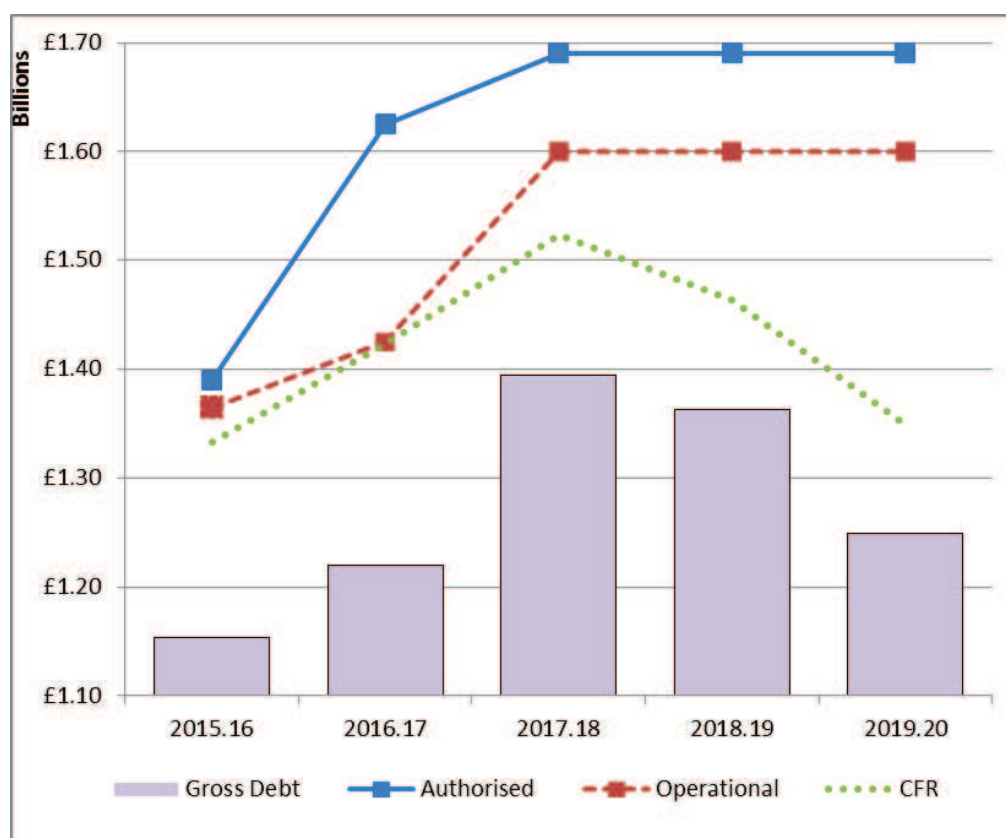
The **authorised limit on external debt** represents a control on the maximum amount of debt the Council can legally hold. Under Section 3 of the Local Government Act 2003 this limit is agreed by full Council and cannot be revised without that body's agreement. The Council is required to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is acceptable.

The authorised limit reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the long term.

The Council is asked to approve the following limits:

Authorised Limit	2015.16 Actual £'000	2016.17 Forecast £'000	2017.18 Budget £'000	2018.19 Estimate £'000	2019.20 Estimate £'000
Loans	£970,000	£1,150,000	£1,250,000	£1,250,000	£1,250,000
Other Long Term Liabilities	£420,000	£475,000	£440,000	£440,000	£440,000
<b>Total</b>	<b>£1,390,000</b>	<b>£1,625,000</b>	<b>£1,690,000</b>	<b>£1,690,000</b>	<b>£1,690,000</b>

The above limits, the capital financing requirement (CFR) and the underlying gross debt can be compared on the graph below



The authorised limit is significantly higher than the gross debt to all allow us to deal with both planned capital expenditure, future capital expenditure over and above the current planned capital expenditure and any opportunities that may arise in-year to restructure contracts. However, the projected CFR and gross debt figures represent current planned expenditure only and reflects the large capital receipts anticipated from the proposed sale of our interest in the Sheffield Retail Quarter development and Cavendish offices following the completion of Council funded works.

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 debt cap and the HRA's headroom position are currently:

<b>HRA Debt Limit</b>	<b>2015.16 Actual £'000</b>	<b>2016.17 Forecast £'000</b>	<b>2017.18 Budget £'000</b>	<b>2018.19 Estimate £'000</b>	<b>2019.20 Estimate £'000</b>
HRA Debt Cap	£388,311	£388,311	£388,311	£388,311	£388,311
HRA CFR	£346,336	£346,308	£345,996	£345,968	£345,941
<b>HRA Headroom</b>	<b>£41,975</b>	<b>£42,003</b>	<b>£42,315</b>	<b>£42,343</b>	<b>£42,370</b>

The HRA's debt (CFR position) is currently under the cap. The difference between the government set cap and the HRA's CFR represents the headroom it has to use credit to fund capital investment.

It should be noted that as the HRA investment over the period is anticipated to be funded from rental income or reserves built up for this purpose. The headroom is therefore expected to be broadly similar.

### **Economic Backdrop**

Economic growth remains slow worldwide; though the UK has performed comparatively well despite the unexpected vote to leave the EU in June 2016. Economic data since the Bank of England Base Rate cut in August 2016 has indicated much stronger growth in the second half 2016 than anticipated but inflation forecasts have risen substantially as a result of a sharp fall in the value of sterling.

However, growth prospects outside the UK are unlikely to improve soon as there is a concern that developments in China will have international implications, particularly for developing and commodity supported economies and Eurozone growth continues to be fragile and vulnerable to external shocks. In fact, since the autumn, many of the worldwide economic statistics have been weak and the Bank of England November inflation report noted the concerns for the potential impact on the UK. This reflects that global economies are more intertwined than ever and an export based recovery will struggle if importing nations don't recover simultaneously.

UK growth has predominately been led by consumer spending, though investment has begun to grow. Productivity remains low though is also showing some signs of improving and we are seeing real increases in income levels. However, the current account deficit remains a problem and will continue to do so as long as Eurozone demand remains depressed. In addition there will be the dampening effect of the Government's continuing austerity programme.

The Bank of England's Monetary Policy Committee (MPC), which is the independent body that determines Bank Rate, currently expects inflation to gradually increase to around 2% over the next 2 to 3 years. However, this may be impacted by recent falls in fuel prices and the uncertainty over pay inflation.

Further information on the economic picture is shown in Appendix 1

## Prospects for Interest Rates

The Council has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives our central view.

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
Bank Rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
5yr PWLB Rate	1.60%	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
10yr PWLB Rate	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
25yr PWLB Rate	2.90%	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%
50yr PWLB Rate	2.70%	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%

Economic data since August 2016 has indicated much stronger growth in the second half 2016 than that forecast; also inflation forecasts have risen substantially as a result of a continuation of the sharp fall in the value of sterling since early August. Consequently, the UK Bank Rate was not cut again in November or December and, on current trends, it now appears unlikely that there will be another cut. Although that cannot be completely ruled out if there was a significant dip downwards in economic growth.

During the two-year period (2017 – 2019), when the UK is negotiating the terms for withdrawal from the EU, it is likely that the MPC will do nothing to dampen growth prospects, (i.e. by raising Bank Rate); which will already be adversely impacted by the uncertainties of what form Brexit will eventually take. Accordingly, a first increase to 0.50% is not tentatively pencilled in, as shown in the table above, until second quarter of 2019, after those negotiations are expected to have been concluded, (though the period for negotiations could be extended). However, if strong domestically generated inflation, (e.g. from wage increases within the UK), were to emerge, then the pace and timing of increases in Bank Rate could be brought forward.

Economic and interest rate forecasting remains difficult: with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact.

As a result:

- Investment returns are likely to remain low during 2017/18 and beyond;
- Borrowing interest rates have been on a generally downward trend during most of 2016 up to mid-August; they fell sharply to historically phenomenally low levels after the referendum and then even further after the Bank of England Monetary



Policy Committee (MPC) meeting of 4<sup>th</sup> August when a new package of quantitative easing purchasing of gilts was announced.

- Gilt yields have since risen sharply due to a rise in concerns around a 'hard Brexit', the fall in the value of sterling and an increase in inflation expectations. The policy of avoiding new borrowing by utilising cash balances has continued to serve the Council well. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times when authorities will not be able to avoid new borrowing to finance capital expenditure and/or to refinance maturing debt;
- The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. However PWLB rates and gilt yields have been experiencing exceptional levels of volatility that have been highly correlated to geo-political, sovereign debt crisis and emerging market developments. It is likely that these exceptional levels of volatility could continue to occur for the foreseeable future.
- There will remain a cost of carry to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost – the difference between borrowing costs and investment returns.

### **Borrowing strategy**

The Council is currently maintaining an under-borrowed position and plans to do so while it remains prudent. This means that the capital borrowing need (the Capital Financing Requirement) has not been fully funded with loans and other credit arrangements such as PFI arrangements.

Instead cash supporting the Council's reserves, balances and working capital has been used as a temporary measure. This strategy is prudent as investment returns have remained low and counterparty risk is still an issue that needs to be considered. This approach has allowed us to avoid interest costs and thus support the revenue budget.

However, in accordance with the view taken in previous years, the Council recognises the inherent risk in operating to this strategy. As outlined in the 2016/17 Treasury Management Strategy, where there is an extension to the current low cost period, then the Council's plans for its reduction of the internal borrowing position would be reviewed, with consideration being given to maintaining the position at its current levels, or increasing it. This has been the case during 2016/17 and therefore the underborrowing position has increased,

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 Council plans to mitigate its position through a further draw down of loans in 2017/18 to finance the Council's investment plans and to replenish cash balances.



Against this background and the risks within the economic forecast, caution will be adopted. The Director of Finance & Commercial Services will continue to monitor the interest rate environment and market borrowing rates and adopt a pragmatic approach to changing circumstances.

However, if it is felt that there is likely to be a sharp fall in the cost of borrowing, or a further extension to the current low cost period, then the Council's plans for its reduction of the internal borrowing position will be reviewed again; with consideration being given to maintaining the position at its current levels, or increasing it. Alternatively, use short term borrowing to defer longer term borrowing until rates had fallen sufficiently.

Conversely, if it was felt that there was a significant risk that the cost of borrowing was likely to increase beyond that currently being forecast perhaps arising from a sudden increase in inflation risks, an acceleration in the rate of increase in central rates in the USA, a start of borrowing rate increases in the UK, or an increase in world economic activity then the Director of Finance & Commercial Services will give consideration to taking on more fixed-rate loans whilst interest rates are still lower than they would be in future years.

The cost of borrowing is likely to continue to be effected by global events. The 2016/17 financial year has seen 'event-risk' consistently effect both borrowing and investment rates as global instability has intermittently pushed investors back into safe-haven assets. The pace of recovery in the global economy will also weigh heavily on demand for sovereign debt.

Any decisions on the drawdown of loans will be reported to the Cabinet Member for Finance at the next available opportunity.

### **Treasury management limits on activity**

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

Limits on interest rate exposure	2016.17	2017.18	2018.19	2019.20
	Forecast	Budget	Estimate	Estimate
	£'000	£'000	£'000	£'000
	Upper	Upper	Upper	Upper
Fixed interest rates based on net debt (%)	100%	100%	100%	100%
Variable interest rates based on net debt (£)	£130,000	£130,000	£130,000	£130,000

This table indicates our desire not to increase the number of variable rate loans we have beyond our current floating-rate lender option buyer option (LOBO) bank loans.

Maturity structure of fixed interest rate borrowing:	2017.18	
	Lower	Upper
Under 12 months	0%	20%
12 months to 2 years	0%	20%
2 years to five years	0%	20%
5 years to 10 years	0%	20%
10 years to 20 years	0%	25%
20 years to 30 years	0%	25%
30 years to 40 years	0%	25%
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.

Maturity structure of variable interest rate borrowing:	2017.18	
	Lower	Upper
Under 12 months	0%	100%
12 months to 2 years	0%	0%
2 years to five years	0%	0%
5 years to 10 years	0%	0%
10 years to 20 years	0%	0%
20 years to 30 years	0%	0%
30 years to 40 years	0%	0%
40 years to 50 years	0%	0%

This table is reflective of our floating-rate LOBO bank loans. The bank has the option to re-set the interest rate on these loans, typically every six months. As the Council then has the option to accept the rate or repay these loans, we are required to show them as maturing within 12 months for the purposes of this indicator.

The Council monitors the potential for the rates on these loans to re-set, but does not believe this is likely in 2017/18. Accordingly, and despite this indicator, we do not expect to repay these loans in 2017/18.

### **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.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

### **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 2016/17, but the costs of terminating loans early outweighed any potential gain. Any rescheduling will be reported to the Cabinet Member for Finance, at the next available meeting.

### **Municipal Bond Agency**

It is likely that the Municipal Bond Agency, currently in the process of being set up, will be offering loans to local authorities in the near future. It is also hoped that the borrowing rates will be lower than those offered by the Public Works Loan Board (PWLB). The Council may consider making use of this new source of borrowing as and when appropriate.

## **Annual Investment Strategy**

### **Ethical Investment Policy**

The Council's investment policy has regard to the government's Guidance on Local Government Investments ("the Guidance") and the 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.

The Council commits not to hold any direct investments in fossil fuels or to the best of our knowledge companies involved in tax evasion or grave misconduct.

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. This approach also enables diversification of counterparties and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; 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.

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.

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

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

	Colour (and long term rating where applicable)	Money and / or % Limit	Time Limit
Banks *	Yellow	100%	5 years
Banks	Purple	£30m	2 years
Banks	Orange	£30m	1 year
Banks – part nationalised**	Blue	£50m	1 year
Banks – UK only	Red	£20m	6 months
Banks – non UK	Red	£15m	6 months
Banks	Green	£10m	100 days
Banks	No colour	Not to be used	
Council's banker (Barclays) in the event of the bank being 'no colour'	-	100 %	5 days ***
DMADF	UK Sovereign Rating	100%	6 months
Local authorities	n/a	£30m	5yrs
Money market funds	AAA	100 %	liquid
Enhanced money market - funds with a credit score of 1.25	Dark pink / AAA	100 %	liquid
Enhanced money market – funds with a credit score of 1.5	Light pink / AAA	100 %	liquid

\* Please note: the yellow colour category is for UK Government debt, or its equivalent, constant net asset value money market funds and collateralised deposits where the collateral is UK Government debt.

\*\* When placing deposits with part nationalised banks the Council will take care to review when it expects the UK Government to divest its interest in the institution, and the impact this move would have on the Council's view of the institutions security.

\*\*\* to cover period to next working day allowing for weekends and bank holidays e.g. Easter

The Council does not expect to place deposits for maturities greater than 12 months during 2017/18. 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 weekly. 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 (or Equivalent). The list of countries that qualify using this credit criteria as at the date of this report are shown in an appendix 3. 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 or weekly basis; and,
- Expectations on interest rates. Important when determining a required rate of return on the Council's investments.

The Bank of England base rate is forecast to remain unchanged at 0.25% before starting to rise from quarter 2 2019. Base rate forecasts for financial year ends (March) are as follows:



Year	2017/18	2018/19	2019/20
Base Rate Forecast	0.25%	0.25%	0.50%

The overall balance of risks to these forecasts is currently probably slightly skewed to the downside in view of the uncertainty over the final terms of Brexit. If growth expectations disappoint and inflationary pressures are minimal, the start of increases in Bank Rate could be pushed back.

On the other hand, should the pace of growth quicken and/or forecasts for increases in inflation rise, there could be an upside risk i.e. Bank Rate increases occur earlier and/or at a quicker pace.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year for the next few years are as follows:

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Proposed Returns	0.25%	0.25%	0.50%	0.75%	1.00%	1.50%

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 and are based on the availability of funds after each year end.

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:

<b>INVESTMENTS GREATER THAN 365 DAYS</b>	<b>2016.17</b>	<b>2017.18</b>	<b>2018.19</b>	<b>2019.20</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Maximum Sums	£30,000	£30,000	£30,000	£30,000

**The Council is asked to approved the above treasury indicator and limits**

### **Investment benchmark**

The Coucil will use the un compounded 3 month LIBID rate as an investment benchmark for its investment returns.

### **End of year investment report**

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.



## **Appendix 1 – Economic Backdrop**

**UK. GDP growth rates** in 2013, 2014 and 2015 of 2.2%, 2.9% and 1.8% were some of the strongest rates among the G7 countries. Growth is expected to have strengthened in 2016 with the first three quarters coming in respectively at +0.4%, +0.7% and +0.5%. The latest Bank of England forecast for growth in 2016 as a whole is +2.2%. The figure for quarter 3 was a pleasant surprise which confounded the downbeat forecast by the Bank of England in August of only +0.1%, (subsequently revised up in September, but only to +0.2%). During most of 2015 and the first half of 2016, the economy had faced headwinds for exporters from the appreciation of sterling against the Euro, and weak growth in the EU, China and emerging markets, and from the dampening effect of the Government's continuing austerity programme.

The **referendum vote for Brexit** in June 2016 delivered an immediate shock fall in confidence indicators and business surveys at the beginning of August, which has been interpreted by the Bank of England in its August Inflation Report as pointing to an impending sharp slowdown in the economy. However, the following monthly surveys in September showed an equally sharp recovery in confidence and business surveys so that it is generally expected that the economy will post reasonably strong growth numbers through the second half of 2016 and also in 2017, albeit at a slower pace than in the first half of 2016.

The **Monetary Policy Committee, (MPC), meeting of 4th August** was therefore dominated by countering this expected sharp slowdown and resulted in a package of measures that included a cut in Bank Rate from 0.50% to 0.25%, a renewal of quantitative easing, with £70bn made available for purchases of gilts and corporate bonds, and a £100bn tranche of cheap borrowing being made available for banks to use to lend to businesses and individuals.

The **MPC meeting of 3 November** left Bank Rate unchanged at 0.25% and other monetary policy measures also remained unchanged. This was in line with market expectations, but a major change from the previous quarterly Inflation Report MPC meeting of 4 August, which had given a strong steer, in its forward guidance, that it was likely to cut Bank Rate again, probably by the end of the year if economic data turned out as forecast by the Bank. The MPC meeting of 15 December also left Bank Rate and other measures unchanged.

The latest MPC decision included a forward view that **Bank Rate** could go either up or down depending on how economic data evolves in the coming months. Our central view remains that Bank Rate will remain unchanged at 0.25% until the first increase to 0.50% in quarter 2 2019 (unchanged from our previous forecast). However, we would not, as yet, discount the risk of a cut in Bank Rate if economic growth were to take a significant dip downwards, though we think this is unlikely. We would also point out that forecasting as far ahead as mid 2019 is highly fraught as there are many potential economic headwinds which could blow the UK economy

one way or the other as well as political developments in the UK, (especially over the terms of Brexit), EU, US and beyond, which could have a major impact on our forecasts.

The pace of Bank Rate increases in our forecasts has been slightly increased beyond the three year time horizon to reflect higher inflation expectations.

The August quarterly Inflation Report was based on a pessimistic forecast of near to zero GDP growth in quarter 3 i.e. a sharp slowdown in growth from +0.7% in quarter 2, in reaction to the shock of the result of the referendum in June. However, consumers have very much stayed in a 'business as usual' mode and there has been no sharp downturn in spending; it is consumer expenditure that underpins the services sector which comprises about 75% of UK GDP. After a fairly flat three months leading up to October, retail sales in October surged at the strongest rate since September 2015 and were strong again in November. In addition, the GfK consumer confidence index has recovered quite strongly to -3 in October after an initial sharp plunge to -12 in July in reaction to the referendum result. However, in November it fell to -8 indicating a return to pessimism about future prospects among consumers, probably based around concerns over rising inflation eroding purchasing power.

**Bank of England GDP forecasts** in the November quarterly Inflation Report were as follows, (August forecasts in brackets) - 2016 +2.2%, (+2.0%); 2017 1.4%, (+0.8%); 2018 +1.5%, (+1.8%). There has, therefore, been a sharp increase in the forecast for 2017, a marginal increase in 2016 and a small decline in growth, now being delayed until 2018, as a result of the impact of Brexit.

**Capital Economics' GDP forecasts** are as follows: 2016 +2.0%; 2017 +1.5%; 2018 +2.5%. They feel that pessimism is still being overdone by the Bank and Brexit will not have as big an effect as initially feared by some commentators.

**The Chancellor** has said he will do 'whatever is needed' i.e. to **promote growth**; there are two main options he can follow – fiscal policy e.g. cut taxes, increase investment allowances for businesses, and/or increase government expenditure on infrastructure, housing etc. This will mean that the PSBR deficit elimination timetable will need to slip further into the future as promoting growth, (and ultimately boosting tax revenues in the longer term), will be a more urgent priority. The Governor of the Bank of England, Mark Carney, had warned that a vote for Brexit would be likely to cause a slowing in growth, particularly from a reduction in business investment, due to the uncertainty of whether the UK would have continuing full access, (i.e. without tariffs), to the EU single market. He also warned that the Bank could not do all the heavy lifting to boost economic growth and suggested that the Government would need to help growth e.g. by increasing investment expenditure and by using fiscal policy tools. The newly appointed Chancellor, Phillip Hammond, announced, in the aftermath of the referendum result and the formation of a new Conservative cabinet,

that the target of achieving a budget surplus in 2020 would be eased in the Autumn Statement on 23 November. This was duly confirmed in the Statement which included some increases in infrastructure spending.

The other key factor in forecasts for Bank Rate is **inflation** where the MPC aims for a target for CPI of 2.0%. The November Inflation Report included an increase in the peak forecast for inflation from 2.3% to 2.7% during 2017; (Capital Economics are forecasting a peak of 3.2% in 2018). This increase was largely due to the effect of the sharp fall in the value of sterling since the referendum, (although during November, sterling has recovered some of this fall to end up 15% down against the dollar, and 8% down against the euro (as at the MPC meeting date – 15.12.16). This depreciation in the value of Sterling will feed through into a sharp increase in the cost of imports and materials used in production in the UK. However, the MPC is expected to look through the acceleration in inflation caused by external, (outside of the UK), influences, although it has given a clear warning that if wage inflation were to rise significantly as a result of these cost pressures on consumers, then they would take action to raise Bank Rate.

What is clear is that consumer disposable income will come under pressure, as the latest employers' survey is forecasting median pay rises for the year ahead of only 1.1% at a time when inflation will be rising significantly higher than this. The CPI figure has been on an upward trend in 2016 and reached 1.2% in November. However, prices paid by factories for inputs rose to 13.2% though producer output prices were still lagging behind at 2.3% and core inflation was 1.4%, confirming the likely future upwards path.

**Gilt yields, and consequently PWLB rates**, have risen sharply since hitting a low point in mid-August. There has also been huge volatility during 2016 as a whole. The year started with 10 year gilt yields at 1.88%, fell to a low point of 0.53% on 12 August, and hit a new peak on the way up again of 1.55% on 15 November. The rebound since August reflects the initial combination of the yield-depressing effect of the MPC's new round of quantitative easing on 4 August, together with expectations of a sharp downturn in expectations for growth and inflation as per the pessimistic Bank of England Inflation Report forecast, followed by a sharp rise in growth expectations since August when subsequent business surveys, and GDP growth in quarter 3 at +0.5% q/q, confounded the pessimism. Inflation expectations also rose sharply as a result of the continuing fall in the value of sterling.

**Employment** has been growing steadily during 2016, but encountered a first fall in over a year, of 6,000, over the three months to October. The latest employment data in December, (for November), was distinctly weak with an increase in unemployment benefit claimants of 2,400 in November and of 13,300 in October. House prices have been rising during 2016 at a modest pace but the pace of increase has slowed since the referendum; a downturn in prices could dampen consumer confidence and expenditure.

**USA.** The American economy had a patchy 2015 with sharp swings in the quarterly growth rate leaving the overall growth for the year at 2.4%. Quarter 1 of 2016 at +0.8%, (on an annualised basis), and quarter 2 at 1.4% left average growth for the first half at a weak 1.1%. However, quarter 3 at 3.2% signalled a rebound to strong growth. The Fed embarked on its long anticipated first increase in rates at its December 2015 meeting. At that point, confidence was high that there would then be four more increases to come in 2016. Since then, more downbeat news on the international scene, and then the Brexit vote, have caused a delay in the timing of the second increase of 0.25% which came, as expected, in December 2016 to a range of 0.50% to 0.75%. Overall, despite some data setbacks, the US is still, probably, the best positioned of the major world economies to make solid progress towards a combination of strong growth, full employment and rising inflation: this is going to require the central bank to take action to raise rates so as to make progress towards normalisation of monetary policy, albeit at lower central rates than prevailed before the 2008 crisis. The Fed therefore also indicated that it expected three further increases of 0.25% in 2017 to deal with rising inflationary pressures.

The result of the **presidential election** in November is expected to lead to a strengthening of US growth if Trump's election promise of a major increase in expenditure on infrastructure is implemented. This policy is also likely to strengthen inflation pressures as the economy is already working at near full capacity. In addition, the unemployment rate is at a low point verging on what is normally classified as being full employment. However, the US does have a substantial amount of hidden unemployment in terms of an unusually large, (for a developed economy), percentage of the working population not actively seeking employment.

Trump's election has had a profound effect on the bond market and bond yields rose sharply in the week after his election. Time will tell if this is a reasonable assessment of his election promises to cut taxes at the same time as boosting expenditure. This could lead to a sharp rise in total debt issuance from the current level of around 72% of GDP towards 100% during his term in office. However, although the Republicans now have a monopoly of power for the first time since the 1920s, in having a President and a majority in both Congress and the Senate, there is by no means any certainty that the politicians and advisers he has been appointing to his team, and both houses, will implement the more extreme policies that Trump outlined during his election campaign. Indeed, Trump may even rein back on some of those policies himself.

In the first week since the US election, there was a major shift in investor sentiment away from bonds to equities, especially in the US. However, gilt yields in the UK and bond yields in the EU have also been dragged higher. Some commentators are saying that this rise has been an overreaction to the US election result which is likely to be reversed. Other commentators take the view that this could well be the start of the long expected eventual unwinding of bond prices propelled upwards to

unrealistically high levels, (and conversely bond yields pushed down), by the artificial and temporary power of quantitative easing.

**EZ.** In the Eurozone, **the ECB** commenced, in March 2015, its massive €1.1 trillion programme of quantitative easing to buy high credit quality government and other debt of selected EZ countries at a rate of €60bn per month. This was intended to run initially to September 2016 but was extended to March 2017 at its December 2015 meeting. At its December and March 2016 meetings it progressively cut its deposit facility rate to reach -0.4% and its main refinancing rate from 0.05% to zero. At its March meeting, it also increased its monthly asset purchases to €80bn. These measures have struggled to make a significant impact in boosting economic growth and in helping inflation to rise significantly from low levels towards the target of 2%. Consequently, at its December meeting it extended its asset purchases programme by continuing purchases at the current monthly pace of €80 billion until the end of March 2017, but then continuing at a pace of €60 billion until the end of December 2017, or beyond, if necessary, and in any case until the Governing Council sees a sustained adjustment in the path of inflation consistent with its inflation aim. It also stated that if, in the meantime, the outlook were to become less favourable or if financial conditions became inconsistent with further progress towards a sustained adjustment of the path of inflation, the Governing Council intended to increase the programme in terms of size and/or duration.

**EZ GDP growth** in the first three quarters of 2016 has been 0.5%, +0.3% and +0.3%, (+1.7% y/y). Forward indications are that economic growth in the EU is likely to continue at moderate levels. This has added to comments from many forecasters that those central banks in countries around the world which are currently struggling to combat low growth, are running out of ammunition to stimulate growth and to boost inflation. Central banks have also been stressing that national governments will need to do more by way of structural reforms, fiscal measures and direct investment expenditure to support demand and economic growth in their economies.

There are also significant specific political and other risks within the EZ: -

- **Greece** continues to cause major stress in the EU due to its tardiness and reluctance in implementing key reforms required by the EU to make the country more efficient and to make significant progress towards the country being able to pay its way – and before the EU is prepared to agree to release further bail-out funds.
- **Spain** has had two inconclusive general elections in 2015 and 2016, both of which failed to produce a workable government with a majority of the 350 seats. At the eleventh hour on 31 October, before it would have become compulsory to call a third general election, the party with the biggest bloc of seats (137), was given a majority confidence vote to form a government. This is potentially a highly unstable situation, particularly given the need to deal with an EU demand for implementation of a package of austerity cuts which will be highly unpopular.



- The under capitalisation of Italian banks poses a major risk. Some German banks are also undercapitalised, especially Deutsche Bank, which is under threat of major financial penalties from regulatory authorities that will further weaken its capitalisation. What is clear is that national governments are forbidden by EU rules from providing state aid to bail out those banks that are at risk, while, at the same time, those banks are unable realistically to borrow additional capital in financial markets due to their vulnerable financial state. However, they are also 'too big, and too important to their national economies, to be allowed to fail'.
- **4 December Italian constitutional referendum** on reforming the Senate and reducing its powers; this was also a confidence vote on Prime Minister Renzi who has resigned on losing the referendum. However, there has been remarkably little fall out from this result which probably indicates that the financial markets had already fully priced it in. The rejection of these proposals is likely to inhibit significant progress in the near future to fundamental political and economic reform which is urgently needed to deal with Italy's core problems, especially low growth and a very high debt to GDP ratio of 135%. These reforms were also intended to give Italy more stable government as no western European country has had such a multiplicity of governments since the Second World War as Italy, due to the equal split of power between the two chambers of the Parliament which are both voted in by the Italian electorate but by using different voting systems. It is currently unclear what the political, and other, repercussions are from this result.
- **Dutch general election 15.3.17**; a far right party is currently polling neck and neck with the incumbent ruling party. In addition, anti-big business and anti-EU activists have already collected two thirds of the 300,000 signatures required to force a referendum to be taken on approving the EU – Canada free trade pact. This could delay the pact until a referendum in 2018 which would require unanimous approval by all EU governments before it can be finalised. In April 2016, Dutch voters rejected by 61.1% an EU – Ukraine cooperation pact under the same referendum law. Dutch activists are concerned by the lack of democracy in the institutions of the EU.
- **French presidential election**; first round 13 April; second round 7 May 2017.
- **French National Assembly election June 2017.**
- **German Federal election August – 22 October 2017.** This could be affected by significant shifts in voter intentions as a result of terrorist attacks, dealing with a huge influx of immigrants and a rise in anti EU sentiment.
- The core EU, (note, not just the Eurozone currency area), principle of free movement of people within the EU is a growing issue leading to major stress

and tension between EU states, especially with the Visegrad bloc of former communist states.

Given the number and type of challenges the EU faces in the next eighteen months, there is an identifiable risk for the EU project to be called into fundamental question. The risk of an electoral revolt against the EU establishment has gained traction after the shock results of the UK referendum and the US Presidential election. But it remains to be seen whether any shift in sentiment will gain sufficient traction to produce any further shocks within the EU.

**Asia.** Economic growth in China has been slowing down and this, in turn, has been denting economic growth in emerging market countries dependent on exporting raw materials to China. Medium term risks have been increasing in China e.g. a dangerous build up in the level of credit compared to the size of GDP, plus there is a need to address a major over supply of housing and surplus industrial capacity, which both need to be eliminated. This needs to be combined with a rebalancing of the economy from investment expenditure to consumer spending. However, the central bank has a track record of supporting growth through various monetary policy measures, though these further stimulate the growth of credit risks and so increase the existing major imbalances within the economy.

Economic growth in Japan is still patchy, at best, and skirting with deflation, despite successive rounds of huge monetary stimulus and massive fiscal action to promote consumer spending. The government is also making little progress on fundamental reforms of the economy.

**Emerging countries.** There have been major concerns around the vulnerability of some emerging countries exposed to the downturn in demand for commodities from China or to competition from the increase in supply of American shale oil and gas reaching world markets. The ending of sanctions on Iran has also brought a further significant increase in oil supplies into the world markets. While these concerns have subsided during 2016, if interest rates in the USA do rise substantially over the next few years, (and this could also be accompanied by a rise in the value of the dollar in exchange markets), this could cause significant problems for those emerging countries with large amounts of debt denominated in dollars. The Bank of International Settlements has recently released a report that \$340bn of emerging market corporate debt will fall due for repayment in the final two months of 2016 and in 2017 – a 40% increase on the figure for the last three years.

Financial markets could also be vulnerable to risks from those emerging countries with major sovereign wealth funds, that are highly exposed to the falls in commodity prices from the levels prevailing before 2015, especially oil, and which, therefore, may have to liquidate substantial amounts of investments in order to cover national budget deficits over the next few years if the price of oil does not return to pre-2015 levels.

## Appendix 2

### Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management

#### **SPECIFIED INVESTMENTS:**

All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum ‘high’ quality criteria where applicable.

The following specified investment instruments, along with their minimum credit rating, have been outlined below:

	<b>* Minimum credit criteria / colour band</b>	<b>** Max % of total investments / £ limit per institution</b>
DMADF – UK Government	UK sovereign rating	100%
Bonds issued by multilateral development banks	AAA	100%
Money market funds	AAA	100%
Enhanced money market funds with a credit score of 1.25	AAA	100%
Enhanced money market funds with a credit score of 1.5	AAA	100%
Local authorities	N/A	100%
Term deposits with banks and building societies	Blue Orange Red Green No Colour	12 months 12 months 6 months 100 days Not for use
CDs or corporate bonds with banks and building societies	Blue Orange Red Green No Colour	12 months 12 months 6 months 100 days Not for use
Gilt funds	UK sovereign rating	100%



## NON-SPECIFIED INVESTMENTS:

These are any investments which do not meet the specified investment criteria. Non-specified investments are typically viewed as being riskier than specified investments.

A maximum of £30m will be held in aggregate in non-specified investment

A variety of investment instruments are outlined below. The Council has selected these instruments based on their high credit quality.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	<b>* Minimum credit criteria / colour band</b>	<b>** Max % of total investments/ £ limit per institution</b>	<b>Max. maturity period</b>
UK Government gilts	UK sovereign rating	100%	5 years
UK Government Treasury blls	UK sovereign rating	100%	5 years
Local authorities	N/A	100%	5 years
Gilt funds	UK sovereign rating	100%	5 years
Banks	Purple	100%	2 years
	Yellow	100%	5 years

### **Appendix 3**

Approved countries for investments:

Based on lowest available rating

#### **AAA**

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

#### **AA+**

- Finland
- Hong Kong
- U.S.A.

#### **AA**

- Abu Dhabi (UAE)
- France
- Qatar
- U.K.

#### **AA-**

- Belgium

## PAY POLICY STATEMENT

### March 2017

#### 1.0 Background

- 1.1 Sheffield City Council is required under Sections 38 – 43 of the Localism Act 2011 to publish its pay policy; Sheffield City Council has routinely, on an annual basis, published data on all posts which have remuneration above £50,000.
- 1.2 The Council continues to monitor closely its senior management posts and keeps the structure under review to ensure it continues to be fit for purpose.
- 1.3 This policy statement does not cover or include staff employed by schools and is not required to do so.
- 1.4 This policy statement is required to be considered and approved by full Council at the Council meeting on 3 March 2017.

#### 2.0 Definition of Officers Covered by this Policy Statement

- 2.1 This policy statement covers the following posts, the full details of these posts are attached at **Annex A**.
  - a) **Head of the Paid Service**, which in Sheffield City Council is the post of:
    - i) Chief Executive
  - b) **Statutory Chief Officers**, which in Sheffield City Council are the posts of:
    - i) Director of Adult Services (under LASSA 1970)
    - ii) Executive Director CYPF (Director of Children's Services under Children's Act)
    - iii) Director of Legal and Governance (Monitoring Officer)
    - iv) Executive Director of Resources (Chief Finance Officer under Sec 151 of LGA1972)
    - v) Director of Public Health
  - c) **Non-statutory Chief Officers** (those who report to the Head of Paid Service or Statutory Officer)
  - d) **Chief Officers** (those who report to Non Statutory Chief Officers)

#### 3.0 Pay Policy Statement

Sheffield City Council's aim on matters of remuneration is to have in place an approach that enables the authority to:

- Recruit and retain people with the skills and expertise to deliver high quality services to the citizens of Sheffield City Council;
- Manage employee remuneration in a manner that is fair, transparent and reasonable;
- Take account of national and regional pay policy and market trends in the context of local government;
- Have a framework for managing the range of pay across the Council's workforce, this is known as pay ratios;
- Have simple uniform packages across all employment groups and to manage pay matters within national guidelines and agreements;
- Protect and remunerate low paid employees at appropriate levels, 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 a basic annual salary; Chief Officers' salaries do not attract enhancements or bonus of any kind. There are no additional enhancements to redundancy payments, pension contributions or pension payments outside of the Council's normal arrangements for all Sheffield City Council employees. Travel and other expenses are paid through the normal authority procedures.
- 4.2 It is the policy of this authority to establish a remuneration package for each Chief Officer post that is sufficient to attract and retain staff of the appropriate skills, knowledge, experience, abilities and qualities that is consistent with the authority's requirements of the post in question at the relevant time. The Chief Officer Grading Structure is attached as **Annex B**.
- 4.3 Recruitment to posts at Chief Officer Level is undertaken by the Senior Officers Employment Committee, which is a sub committee of the Council; membership is agreed by Council on an annual basis. All recommendations for appointment at this level are signed off by Cabinet.
- 4.4 Remuneration and recruitment – all posts will be advertised and appointed to at the appropriate approved salary for the post in question, unless there is good evidence that a successful appointment of a person with the required skills, knowledge, experience, abilities and qualities cannot be made without varying the remuneration package. In such circumstances a variation to the remuneration package may be appropriate under the authority's policy and any variation will be approved through the appropriate authority decision making process.
- 4.5 Pay Increases - the authority will apply any pay increases that are agreed by relevant national negotiating bodies and/or any pay increases that are agreed through local negotiations. The authority will also apply any pay increases that are as a result of authority decisions to significantly increase the duties and responsibilities of the post in question beyond the normal flexing of duties and responsibilities that are expected in senior posts.

- 4.6 Additions To Pay - the authority will not make additional payments beyond those specified in the contract of employment unless varied by the appropriate authority decision making process.
- 4.7 Local Election Fees - the Council sets and makes payment to the Returning Officer for the management and administration of local elections. The Returning Officer will make payments to those officers who undertake specific duties in relation to the elections (including Chief Officers) dependant on their role.

It should be noted that any fees payable for duties in connection with Parliamentary and European elections, election for Police Commissioners or referenda are recouped from Central Government subject to a prescribed aggregate maximum amount, and are not funded by the Council.

- 4.8 Performance Related Pay - the authority does not operate a performance related pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
- 4.9 Earn-Back (withholding an element of base pay related to performance) - the authority does not operate an earn-back pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
- 4.10 Severance Payments - The authority's normal policies regarding redundancy and retirement apply to Chief Officer Posts. From 1 January 2016 to 31 December 2016, Two Chief Officers were released from the authority on Voluntary Severance, plus two Chief Officers were released from the authority on Voluntary Early Retirement.

## **5.0 Policy on Remunerating the Lowest Paid in the Workforce**

- 5.1 The authority applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are incorporated into contracts of employment. The lowest pay point in this authority is Scale 1, point 6; this relates to an annual salary of £15,014 and can be expressed as an hourly rate of pay of £7.80 (April 2017 to March 2018).

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 2017 this will increase to £8.45 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 (£188,298) and the average median salary (£22,682) is 8.3:1. This demonstrates the authority's commitment to a fair approach to pay.

6.2 The authority is conscious of the need to ensure that salaries are kept under review and are 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 2017 – end of March 2018, amendments may need to be made to the policy throughout the relevant period. As the Localism Act 2011 requires that any amendments are approved by the Council by resolution, proposed amendments will be reported to the Cabinet Member for Finance and Resources for recommendation to the Council.

## **10.0 Policy for Future Years**

10.1 This policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

**Julie Toner**  
**Director of Human Resources**  
**January 2017**

None of the post holders listed below receive an honorarium payment for increased duties and responsibilities. Nor do any receive a payment related to joint authority duties.

<b>Status</b>	<b>Post</b>	<b>Base Salary (£)</b>	<b>Other Payments</b>	
<b>Head of Paid Service</b>	Chief Executive	188,298	The Returning Officer's fee is based upon that payable at a national election and is variable dependent upon the type of election taking place. The Chief Executive will not be taking fees for local elections.	
<b>Statutory Chief Officers which in Sheffield City council are the posts of:</b>	Executive Director CYPF (Director of Children's Services under Children's Act)	128,677		
	Director of Adult Services under LASSA 1970	98,198		
	Director of Legal and Governance (Monitoring Officer)	84,403	Election duty fees are in accordance with normal authority procedures.	
	Executive Director Resources (Chief Finance Officer under Sec 151 of LGA1972)	128,677		
	Director of Public Health	110,146		
	<b>Non Statutory Chief Officers (those who report to the Head of the Paid Service or a Statutory Officer) which in Sheffield City Council are the posts of:</b>	Executive Director Communities	141,225	
		Executive Director Place	134,952	
		Director of Policy and Performance	84,403	
		Director of Sheffield First Partnership	81,947	
		Director of Children and Families (CYPF)	95,803	
	Director of Business	84,403		

	Strategy CYPF		
	Director of Lifelong Learning and Skills (CYPF)	80,037	
	Children's Commissioner	75,650	
	Director of Human Resources (Resources)	84,952	
	Director of Finance & Commercial Services (Resources)	84,952	
	Director of Business Change and Information Solutions	87,079	
	Director of Transport and Facilities Management (Resources)	79,082	
<b>Chief Officers (those who report to Non Statutory Chief Officers) which in Sheffield City Council are the posts of:</b>	Director of Commissioning (Communities)	84,403	
	Director of Business Strategy and Safeguarding (Communities)	83,854	
	Director of Housing (Communities)	89,210	
	Director of Regeneration and Development Services (Place)	87,079	
	Director of Creative Sheffield (Place)	80,037	
	Director of Culture and Environment (Place)	84,952	
	Director of Business Strategy and Regulation (Place)	84,952	
	Director of Capital and Major Projects (Place)	93,470	
	Assistant Director of Legal & Governance (Deputy Monitoring Officer)	56,448 x 2 Directors in same post - only one of these acts as Deputy Monitoring Officer	



**Chief Officer Grading Structure**

Grade Desc	Spinal Pt	01/04/2017
DG 7	1	56,448
	1.5	57,138
	2	57,828
	2.5	58,518
	3	59,207
	3.5	59,896
	4	60,584
DG 6	1	66,407
	1.5	67,215
	2	68,023
	2.5	68,831
	3	69,638
	3.5	70,448
	4	71,257
DG 5	1	76,215
	1.5	77,171
	2	78,127
	2.5	79,082
	3	80,037
DG4	1	81,947
	1.5	82,901
	2	83,854
	2.5	84,403
	3	84,952
DG3	1	87,079
	1.5	88,144
	2	89,210
	2.5	90,275
	3	91,340
	3.5	92,405
	4	93,470
DG2	1	95,803
	1.5	97,001
	2	98,198
	2.5	99,426
	3	100,653
	3.5	101,912
	4	103,170
DG 1	1	107,615
	1.5	108,881
	2	110,146
	2.5	111,558
	3	112,970
	3.5	114,328
	4	115,685
	4.5	117,073
	5	118,461
EXECUTIVE DIRECTOR	1	119,251
	1.5	122,395
	2	125,540
	2.5	128,677
	3	131,814
	3.5	134,952
	4	138,089
	4.5	141,225
5	144,361	

## Sheffield City Council Equality Impact Assessment

**Name of policy/proposal:** 2017/18 Revenue Budget

**Status of proposal:** New      **Name of person(s) writing EIA:** Adele Robinson

**Date:** 09/01/2017

**Service:** Finance

**Portfolio:** Resources

### What are the brief aims of the Proposal?

The purpose of the Revenue Budget report is to:

- Approve the City Council's revenue budget for 2017/18, including the position on reserves and balances;
- Approve a 2017/18 Council Tax for the City Council, and;
- Note the levies and precepts made on the City Council by other authorities.

## Background

Section 149 of the Equality Act 2010, the Public Sector Equality Duty states that a Public Authority must, in the exercise of its functions, have due regard to:

- Eliminating discrimination, harassment, and victimisation.
- Advancing equality of opportunity.
- Fostering 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 a person's disabilities.

This is with regard both to people who share Protected Characteristics under the Act and those who don't. The Duty means we need to understand the effect of our policies and practices have on inequality. To do this we will examine the available evidence and work with staff and service users to consider the impact of Council activity and actions on the people who share protected characteristics. One of the ways we do this 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 are age, disability, race, marriage and civil partnership, sex, sexual orientation, religion/belief, gender reassignment, pregnancy & maternity.

In Sheffield, we have decided to go beyond our statutory duty under the Equality Act 2010. We also assess the impact on the Voluntary and Community Sector (VCS), poverty and financial exclusion, carers, armed

forces and cohesion. We believe that this gives us a wider understanding than the statutory framework would without these additions.

This Equality Impact Assessment is based upon the EIAs completed by services for each budget saving proposal. The individual EIA is not however a one-off task; instead it is an ongoing process that develops as the budget saving proposal develops and evolves over time. So, for example, an EIA may identify the need to consult with a particular section of the community and the outcome of this may mean the EIA needs to be updated and change the way the proposal is to be implemented. The EIA should be a record of the process not just the ultimate outcome. 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.

As a consequence not all EIAs are currently complete and therefore this Assessment should be seen as a reflection of our current understanding of the impact but not necessarily how the impact may look in three or nine months' time. Therefore, it's important to ensure that all equality impacts are fully considered when services report on the specific implementation plans for their Budget Saving Proposals.

All reports outlining a budget reduction proposal include an outline of the key findings of the EIA undertaken for that Budget Saving Proposal. This should as a minimum describe:

- The main impacts anticipated;
- How this has been assessed and the evidence used;
- How the views of those impacted have been sought;
- What options for mitigation should be considered as part of the proposal, and;
- How the actual impact will be reviewed after implementation.

A list of EIAs available is attached and can be individually requested.

It is possible that some decisions will have a disproportionate impact on some groups in comparison to others. The impact assessments help us identify, and avoid or mitigate, these impacts. There could, for example, be disproportionate impacts on certain geographic locations or different parts of the population, such as younger or older people, women or men, disabled people or Black & Minority Ethnic (BME) communities. It's also important that we consider the cumulative effect of any decisions made on these groups. This could be cumulative, year on year or different proposals on the same group. EIAs also help us identify and make positive changes wherever possible.

A commitment to tackling inequality, ensuring fairness and increasing social justice is at the heart of the Council's values. We have a [Corporate Plan](#) for 2015-18 which includes tackling inequalities as one of the Council's five key priorities. We have also supported the [Fairness Commission](#) and the resultant [Fair City Campaign](#). The Tackling Poverty Partnership group, of which the Council is a part, has produced a Sheffield wide [Tackling Poverty Strategy](#). The Commission report contained a set of Fairness Principles and these, as well as our Corporate Plan and Tackling Poverty Strategy, have influenced our priorities and decision making across the Council.

Grant reductions, plus demand and cost pressures, mean we need to identify around £40m of savings in 2017/18, which is in addition to the £352m of savings already made over the past 6 years. This 'budget gap' grows to £116m by 2021/22.

All of the Council's services are affected in some way by demand, pay or price inflation, as well as by legislative changes. One of our biggest cost pressures arises from the need to continue to provide key services for the growing and ageing population of Sheffield, particularly in social care. We are also facing

increased demand and complexity in children's social care, in particular around Looked after Children (LAC) and domestic abuse.

Although not within the scope of our budget proposals, it is important to highlight the impact of national reforms on people in the city. Research carried out by Beatty and Fothergill ([Uneven Impact of Welfare Reform](#)) from Sheffield Hallam University evaluated the cumulative impact of the welfare reforms nationally and in Sheffield. They found that over £169m has been removed from the local economy as a result of these welfare reform changes. This equates to £460 per year for every working adult in the city. However, this reduction is not spread evenly; some people see a much larger reduction and others see a smaller (or zero) reduction. These changes are likely to impact on specific groups who already experience inequality, such as people on a low income, disabled people and women.

It is becoming harder and harder to balance our budget by making percentage cuts across the Council, whilst still protecting our front-line services. From 2017/18 we will concentrate on finding savings from a smaller number of areas through big, multi-year changes. Our approach to meeting the challenge is based on prioritising:

- **Prevention and early intervention:** A unified approach across the Council to drive a focus on prevention in all areas. We know that working with people to help them avoid a crisis in their life, such as going into hospital, or intervening early when we identify an issue, is better for the individual and costs us less. To do this means redesigning public services to work in a more integrated and preventative way.
- **Growth:** Councils currently keep 50% of the business rates raised locally. By 2020, Councils will keep 100% of business rates. At the same time Government are further reducing the main Revenue Support Grant and allocating new responsibilities to councils. This means we need to encourage business and housing growth in the city in order to meet changing population needs and aspirations and to increase our tax base so that we can continue to provide the services that people rely on.

We will also review a number of our services to see how they can operate on a more commercial basis. In particular, we will think about new ways to raise additional funding, to enable us to protect the core services that people rely on.

The State of Sheffield 2016 report highlights that statistics on the economy, education, health, employment, and population growth all indicate improvements over the past five years. However the report also highlights some challenges. In particular, inequality is widening and growing numbers of people are experiencing financial insecurity. Sheffield City Council needs to meet the needs of an increasingly diverse population in a context of public services austerity, and the need to attract and retain a diverse population. The Council also needs to ensure older people get the services they need, and that groups including young people, people from BME backgrounds and women are more able to access better quality employment. All organisations in Sheffield need to work together better, so that the city can become a fairer and more just place. The State of Sheffield report notes that growing inequality threatens the cohesion and success of Sheffield.

The issue of inequality is fundamental to the Council and is considered throughout our proposals, and one of the strongest mitigations is that we continue to prioritise those in greatest need, prevention and growth.

These substantial reductions in funding mean that progress on work tackling inequality will give to priority to supporting those at risk or in need, and will focus on ensuring we do not slide backwards or lose ground

in tackling existing areas of inequality. However, it is inevitable when funding levels are cut year on year that there will be an impact on the services we deliver, including some of the work we do with people who are most vulnerable. As far as practically possible within the confines of a cumulatively reduced financial settlement, we have tried to minimise the impact on those in greatest need and most at risk. However, these are extremely challenging choices and difficult decisions have to be made.

Impact analysis is started early in the process of considering service changes, to ensure we involve all relevant individuals and groups, such as those who use the services. This also gives us time to understand and consider any evidence we have about the potential impact of any proposal. The action plans for individual EIAs are designed to ensure that the services concerned implement changes with as little negative impact as possible. There will be careful management control of each proposal. The impact analysis process helps to shape both proposals which are not included in the budget and those that are.

We have tried as far as possible to achieve savings through changes to the way we work, including with other partners, by redesigning and restructuring our services and support teams, and by restructuring our contracts, but it is inevitable that there will be some negative impact on service delivery for those in greatest need and on those who share protected characteristics under the Equality Act.

The size and pace of the financial challenge means that efficiency savings alone will not enable us to balance our budgets, so we will continue to reduce the Council's investment in services next year and in future years. Many of these reductions or changes in provision began 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.

Elected members have ensured that they are familiar with the equality implications of proposals and consider the aggregated impact on different communities. Impact assessments are made available to all Council Members in advance of any decision being taken at Cabinet or Full Council. Cabinet Members have been briefed on impact assessments related to proposals in their area of responsibility.

We are confident that our budget proposals mean that services for those that most need our help and support will be prioritised. However this does mean significantly reduced universal provision, including in areas such as provision for culture and sport. This reduced universal offer may impact especially on those households who, although not in the greatest need, are still struggling financially and may not be able to pay for alternative provision.

### **Evidence - What do we already know – Sheffield Demographics**

As well as consultation evidence, we have used monitoring information we already hold 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 at the same rate as the national average and above that of the City Region, rising from 513,234 in 2001, to 552,698 at the time of the 2011 census, and 569,737 by 2015. This is projected to increase to around 590,000 by 2020. This has resulted from increases in births, net inward migration, and longer life expectancy.
- Sheffield is a diverse city and the ethnic profile continues to change. The proportion of residents classifying themselves as BME (Black and Minority Ethnic includes everyone except for those who classify themselves as White British) has grown from 11% in 2001 to 19 % in 2011. BME adults make up 17% of the population and BME children 29%.

- The Pakistani community, at 4%, is the second largest ethnic group in Sheffield after the White British category. 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 the areas of the city which are also the most economically deprived. More than a third of the BME population live in areas that are amongst the 10% most deprived in the country and for some groups this is higher. This is above the citywide average of 23%.
- Sheffield has a higher proportion of its population aged 65 years or over (16.2 % or 92,000 people) than the other English Core Cities. This is projected to increase to 19.2% by 2034, with the largest increase in the number of people aged over 85.
- The age group that has increased the most from 2001 to 2011 is the 16–24 group; 16.7% of our population is in this group and a further 18.1% is under 16. The factors which are having the most impact on this changing city profile are increasing numbers of university students and the inward migration of households with young families.
- Sheffield has a geographical pattern of communities that experience differing levels of deprivation and affluence. Generally, the most deprived communities are concentrated in the north and east of the city whilst the most affluent are located in the south and west.
- We have high levels of financial exclusion in almost half of all Council wards, affecting approximately 218,743 people in 48% of wards. Rates of unemployment are highest among those with no or few qualifications and skills, those with caring responsibilities, lone parents, those from some BME groups, older workers and, in particular, young people.
- Around 12% of all households, 28% of over 60's and 24% of dependent children live in households reliant on Housing and/or Council Tax Support. We have 31,552 working age taxpayers who receive Council Tax support.
- Fuel poverty is slightly higher than the national average in Sheffield, at 12.4% of households, thereby impacting 29,000 people. National statistics suggest that this rises to 28% of unemployed households and 22% of lone parent households with dependent children.
- However there is also increased polarisation of deprivation. Over 23% of small areas, as defined by indices of multiple deprivation, are now within the most deprived national category, and over 10% of small areas are within the least deprived national category.
- While the pay gap between men and women has been reducing on average, there is still evidence that, on average, men are paid more than women; the average gender gap in median incomes in Sheffield was £9,204 in 2016.
- Female 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.
- 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 a BME background; 52.8% of Somali and 48.3% of Yemeni children in Sheffield are eligible for Free School Meals compared to 19.9% of all children in poverty in Sheffield<sup>1</sup>. Children with SEN are also more likely to live in poverty; 31.6 % of children with SEN in Sheffield are eligible for Free School Meals compared with 18.5% of all children in Sheffield.<sup>1</sup>
- There are 100,000 people with a long term limiting illness, equivalent to around 20% of the population, with 9% saying this limits their activity a lot. This is the closest estimate it's possible to reach of disabled people living in the city.
- Although the city is becoming healthier for most people, health inequalities across the city remain, and are in some cases widening, in particular for older people, the young, some women, and some ethnic minority groups. People in the most deprived parts of the city still experience poorer health and die earlier than people living in the rest of the city.

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<sup>1</sup> SCC, January School Census 2010



- Life Expectancy in the city is 78.9 years for men and 82.5 years for women. There are more women than men in the city, due to higher life expectancy for women. However the healthy life expectancy for women is declining and is now 3.7 years below the national average.

## MANAGING IMPACT - MITIGATION

A commitment to tackling inequality, ensuring fairness and increasing social justice is at the heart of the Council's values. We have considered the Fairness Commission and the resultant Fair City Campaign. We have also considered the Tackling Poverty Strategy, Equality Objectives, and our Corporate Plan. These have influenced our priorities and decision making across the Council. The five priorities of our corporate plan are:

**An in-touch organisation:** This means listening; being connected and being responsive to a range of people. Better understanding the increasingly diverse needs of individuals in Sheffield, so the services we and our partners provide are designed to meet these needs. Also to empower individuals to help themselves, so they and their communities are increasingly independent and resilient.

**Strong economy:** This means creating the conditions for local businesses to grow. We want local people to have the skills they need to get jobs and benefit from inclusive economic growth.

**Thriving neighbourhoods and communities:** This means neighbourhoods where people are proud to live, with communities that support each other and get on well together. It means places with access to great, inclusive schools. We want people living in Sheffield to feel safe. 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 because 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.

**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 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.

Our overall approach as noted above is to protect services for those in greatest need, develop preventive solutions for the longer term, and to make savings by changing how we manage and deliver services. This will have an impact on what the Council can continue to deliver, and especially on the Council's universal offer.

However 2017/18 represents a real financial challenge. The budget process and approach we have used to get us to this point has run its course. Recent budget-driven service planning rounds have achieved massive cost savings, but we increasingly need different approaches to service delivery to be financially sustainable. We cannot simply create a smaller, leaner version of what we have now. That will not deliver the sustainable, financially viable model and budget savings we need. Consequently for 2017/18 onwards we are proposing a change in approach. We want to concentrate on finding savings from a smaller number of areas through big, multi-year changes.

The year on year reductions and the scale of the savings required mean there will be impacts which affect the people of Sheffield, including those in greatest need and groups that share equality characteristics. Most impacts relate to age, both younger and older people, disabled people and their carers, women and households on lower incomes.

In all of these areas mitigating actions have been identified and will be implemented as part of EIA action plans. We are:

- Assessing all proposals in line with the Fairness Commission Principles and to take into account the Tackling Poverty Strategy.
- Working with external providers to achieve savings in our large contracts, and as far as possible we will achieve this through non front line service functions.
- Working with partners to encourage the private sector to support activities and events to promote Sheffield.
- Working to increase our income through fees and charges, full cost recovery, and increased trading of our services (for example schools purchasing services from us, 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, early intervention and delivering targeted support for those most vulnerable.
- Continuing to encourage people to be independent, safe and well in both children's and adult social care, such as through direct payments. 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 to develop a single pooled budget for health and social care under the Better Care Fund to provide more efficient and joined up services.
- Restructuring management and services to increase efficiencies and create simpler routes for public access.
- Continuing to invest 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 and Lunch Clubs across the Council.
- Continuing to support a Council Tax support scheme and hardship fund.

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

## Consultation and evidence to support EIAs

Notwithstanding our legal responsibilities under the Equality Act, we believe that it is critically important that we understand how the difficult decisions taken by the Council impact on different groups and communities within the city, and that we take action to mitigate any negative impacts that might be highlighted.

Tackling inequality is crucial to increasing fairness and social cohesion, reducing health problems, improving wellbeing and helping people to have independence and control over their lives. It underpins all that we do. The Fairness Commission findings and principles have guided the approach we have taken in developing these proposals such as:

- Those in greatest need should take priority.
- Those with the most resources should make the biggest contributions.



- The commitment to fairness must be a long-term one.
- The commitment to fairness must be city-wide.
- Prevention is better than cure.
- Be seen to act in a fair way as well as acting fairly.
- Civic responsibilities among residents contribute to the maximum of their abilities and ensuring all citizens have a voice.
- Open a continuous campaign for fairness in the city.
- Fairness must be a matter of balance between different groups, communities and generations.
- The city's commitment to fairness must be both demonstrated and monitored annually.

As part of the development of options for the 2017/18 budget, the Council ran a budget conversation between November and January that included a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by the people who may be affected by them. It also ensures that local people and partner organisations have had an opportunity to put forward other ideas for consideration and to inform future approaches to meeting the financial challenge.

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

- Budget conversation events hosted by Cabinet Members covering each of the Councils' portfolios, supplemented by additional activity, including a survey and social media activity.
- Detailed consultation on particular topics and specific proposals, including meetings with VCF and Businesses.

Budget priorities have also been heavily shaped by consultation activity undertaken over recent years that has consistently supported our approach based on the following guiding principles:

- Operate efficiently as an organisation.
- Develop solutions for the longer term.
- Take action early because we know prevention is better than cure.
- Focus on people with the greatest need.
- Work with our communities to deliver services in a different way.

Initial feedback from the survey suggests broad agreement with the priorities that were outlined at the events and in the survey. These principles included concentrating on finding savings from a smaller number of areas through big, multi-year changes, and basing our approach on prioritising:

- Prevention and early intervention: A unified approach across the Council to drive a focus on prevention in all areas which will mean redesigning public services to work in a more integrated and preventative way.
- Growth: Encouraging business and housing growth in the city to meet changing population needs and aspirations and to increase our tax base so that we can continue to provide the services that people rely on.

This approach also involves reviewing a number of our services to see how they can operate on a more commercial basis, in particular thinking about new ways to raise additional funding to enable us to protect the core services that people rely on.

Initial survey results also support the approaches outlined for the Communities, Children, Young People and Families (CYPF) and Resources portfolios, although slightly more respondents disagreed with the approach for the Place Portfolio. With regard to Place, a number of comments noted concerns over approaches to Activity Sheffield and Parks on health and well-being and our prevention priority. Further details on what people would like us to do differently will be added following analysis of the full results. In addition, initial responses to the survey indicate agreement with the proposal for a 1.99% rise in Council Tax, and the proposal to take Government up on the offer of being allowed to increase Council Tax by up to 3% in 2017/18 specifically to support the funding of social care (the “Social Care Precept”).

Interim results of the survey have already been shared with Cabinet Members, and following the official close of the survey, a full report will be shared. This will also include details of dialogue that has taken place over the budget conversation period and specifically around each of the conversation events via Twitter for those who were unable or chose not to attend the events. The public events and the survey elicited an extensive range of comments which helped to inform our overall thinking on the budget for 2017/18 and in future years. This information has been carefully considered by officers and Members in developing and refining the budget proposals and reports on the consultation activity will be made available on the Council’s budget webpages at [www.sheffield.gov.uk/budget](http://www.sheffield.gov.uk/budget).

Three Cabinet Member hosted events were held, focussing on Communities, Place and CYPF. At the Communities portfolio event questions were raised about housing support, homelessness and plans to develop new social housing. Concerns were also raised about child protection and caseloads. At the CYPF event the issues discussed included: the impact of the national fairer funding formula, involvement of local communities in resolving issues, approaches to innovation and risk, and delays converting Statements of Special Educational Needs to Education, Health and Care plans.

At the Place events the issues discussed included: the waste services contract, street trees, cleanliness, street lighting, grass verge cutting, smoking cessation, discretionary spend areas versus statutory spend, allotments, Sheffield International Venues (SIV) funding reductions and impacts, alternative models for funding Parks, the Sheffield Retail Quarter, Sheffield City Region funding, the Central Library, income generation from assets, attracting families into the city centre, and the impact of homelessness and litter issues on the city’s image/reputation.

Conversations at all the events were generally positive and constructive, and views expressed on key issues for the Council and Portfolios will be considered by Members.

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

Alongside our corporate budget conversation, we have also consulted with people about proposals on particular themes or in specific areas, and will continue to do so. This consultation takes many forms, depending both on the nature of the proposal and which providers, service users and communities are likely to be affected. This has included, and will include, consultation with employees where we are proposing staffing reductions.

In **Communities** although we continue to prioritise support to the most vulnerable and those at risk, the continued reductions in government funding and continuing demand pressures have made this increasingly challenging. We have therefore spent a great deal of time talking to service users and providers about our proposals in adult social care, to help inform changes to current service provision. For example, over recent years consultation on the Learning Disabilities Commissioning Strategy has taken place with service users, providers and stakeholders to establish principles and overarching commissioning intentions, in order to enable the development of future specific proposals. We have also made progress

in reviewing adult social care re-ablement so that the service can refocus. These views and involvement will inform recommendations and next steps for the development of the service.

In **Children's and Young Peoples' and Families' Services**, we are consulting with Sheffield Futures to establish the attendance patterns and demographics of youth services. Current service delivery will be maintained until 30th September 2017 with the overall budget reduced. A significant change programme is to be implemented after this date, which will involve the strategic re-commissioning of youth services for the next 3-5 years. We are also consulting on changes to Public Health in 2017/18, including the second year of a three year contract reduction for Health Visiting and School Nursing, and reductions to the Sexual Health Sheffield contract.

Within **Place**, many of the 2017/18 proposals are internally focussed so consultation has been internal. Where consultation has taken place, Officers and Members have, and will continue to, carefully review the feedback received before making final budget decisions.

Areas where external consultation is in progress or may subsequently be required include the waste contract, staff consultation in relation to the Business Like Place programme and Activity Sheffield.

We have also consulted with representatives of the **Voluntary, Community and Faith sector (VCF)** and **Business** via the Business Advisory Panel. VCF representatives highlighted their preference for a longer term dialogue on the challenges that the Council faces in delivering public services with decreasing budgets. The VCF sector also expressed their willingness to help identify creative solutions.

Consultation on proposals will not stop once the budget has been agreed by Members. Further consultation with those affected individuals, groups, organisations and staff will take place throughout the year as decisions are implemented through the Council's usual governance processes. All the results of consultation activity will be taken into account when making individual decisions on the proposals. In some cases this consultation activity is not yet complete and therefore firm proposals will be subject to further decision making in line with the Council's usual governance processes. More information about our approach to consulting on the various budget proposals can be found in individual service EIAs where consultation has informed the approach to EIAs, content and mitigations.

## Impact Analysis

### Areas and detail of impact

#### Overall

Inevitably when funding is reducing year on year at the scale and pace that we are experiencing, there will be an impact on the front-line services we deliver, on those in greatest need and on some of the work we do with groups who share equality characteristics under the Equality Act 2010. We have tried to minimise the impact on the most vulnerable as far as possible, however we have to make some really difficult choices. This year the savings and demand pressures that are required mean that we are less able to protect frontline services than before.

These substantial reductions in funding mean that progress on work on equality and fairness is much more focused on ensuring fairness and ensuring that we do not slide backwards and lose ground in tackling existing areas of inequality.

We have tried to minimise the impact on front line services to customers as far as possible by finding more efficient ways to deliver services, including by reducing costs of:

## Areas and detail of impact

- Management;
- Offices;
- Technology;
- Other corporate services such as legal services;
- Renegotiating contracts, and;
- Focusing on prevention and early intervention.

We know that working with people to help them avoid a crisis in their life (such as going into hospital), or intervening early when we spot an issue is better for the individual and costs us less. To do this means redesigning public services to work in a more integrated and preventative way. However this takes time and we have had to make some really difficult choices. We are being guided in these choices by our values, commitment to fairness, and by our priorities as outlined in the corporate plan such as tackling inequality.

Our approach to the budget is in **Portfolio Areas** which correspond to the way the Council is structured:

- Communities.
- Children, Young People and Families.
- Place.
- Resources.

There is also the small corporate services function 'Policy, Performance and Communications' (PPC).

**Communities** is the largest portfolio and covers: care and support for adults, housing & neighbourhood services, and libraries & community services.

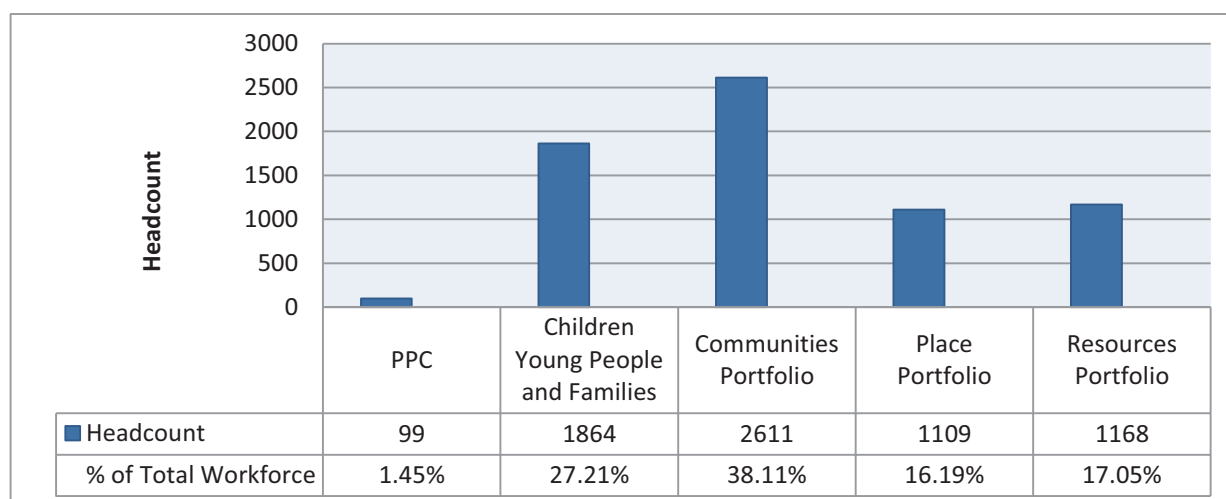
**Children, Young People and Families** is the 2<sup>nd</sup> largest Portfolio and covers: support and care for children and families, youth services, employment and skills. Most schools funding is now provided directly to schools.

**Place** covers: waste management, environmental regulation and licensing, sports, culture and the environment, transport, infrastructure and economic development.

**Resources** covers: information technology, finance and commercial services, customer services, human resources, legal & governance and transport and facilities management.

**Policy, Performance and Communications** is very small, with less than 100 staff. It covers corporate services Policy, Research, Communications, Public Health, Elections, Equality/involvement and Scrutiny.

**Public Health** is distributed across the Council with the addition of a Director and small central team.



The approach we adopted to balance the 2016/17 Budget did not identify sufficient amounts to balance

## Areas and detail of impact

the budget, requiring a number of corporate items to be identified to bridge the gap (for example savings from the early payment of pension contributions, reduction in the ITA Levy and additional specific grant income). These difficulties reflect the fact that 2016/17 was the sixth year of the Government's austerity agenda, and so ways of reducing net budgets across the board are becoming harder to find.

The introduction of the National Living Wage may have a positive impact on our local care market, driving up the attractiveness of working in the sector and therefore increasing the security and stability of our providers. The social care precept is not enough to cover all the cost pressures but it does help that this year in line with government rules the precept increases to 3% or 52p per week extra for most households.

The Better Care Fund (BCF) is not sufficient to support both adult social care and the NHS to work differently. While we continue to work with our CCG partners, and have a joint budget, there is still a need to deliver significant change in how services are planned, commissioned and delivered in Sheffield. Our cash-strapped NHS partners do not have the resources to provide the support that adult social care needs. We would like the Government to accelerate the payment of the BCF grant to local authorities to help with this.

2017/18 represents a real financial challenge. The budget process and approach we have used to get us to this point is no longer workable. Recent budget-driven service planning rounds have achieved massive cost savings, but we increasingly need different approaches to service delivery to be financially sustainable. We cannot simply create a smaller, leaner version of what we have now. That will not deliver the sustainable, financially viable model and budget savings we need.

Consequently for 2017/18 onwards we are proposing a change in approach. Portfolios are still required to absorb their pressures (so there may well still be a number of Portfolio-based savings schemes), however to achieve the corporate savings necessitated by the anticipated further reduction in Revenue Support Grant from Central Government, we will concentrate on a discrete number of key areas where we believe resources can be released.

In line with their longer term plans Portfolios have undertaken an initial impact analysis on all budget proposals. Where the risk of disproportionate impact has been identified an in-depth impact assessment has been undertaken and mitigations sought. The impact analyses shape proposals which do not make it forward into the budget proposals as well as those that do. See the [website](#) for more detail on the Council budget and how we spend it.

### Overview of Portfolio Areas

#### Place

The Place Portfolio has completed 22 Budget EIAs on savings totalling £7,085,000 for 2017/18. The Place budget proposals are primarily efficiency based and therefore internally focussed. This will minimise the impact on front line service delivery. The notable exceptions are:

- The closure of the Activity Sheffield front line service.
- An increase in Bereavement Services charges.
- The Business Like Place Programme.

## Areas and detail of impact

Overall, the proposals are a mix of:

- Savings achieved through internal reorganisation of some services and by ensuring they operate as efficiently as possible;
- Working with our delivery partners to ensure we achieve maximum value for money through our contractual agreements;
- Working with partners to renegotiate, and in some cases, cease funding activity;
- Working with partners to retain services with reduced funding and/or securing partnership funding;
- Reviewing existing charges and introducing new ways of generating income, and;
- As a last resort, stopping some activities altogether.

It is anticipated that some of the most significant savings will come from our partners Amey and Veolia, and through the Business Like Place Programme; a major internal change programme.

A range of evidence including data and consultation has been used to identify if there are any differential impacts of the proposals.

Where consultation has taken place, Officers and members have, and will continue to, carefully review the feedback received before making final budget decisions. Areas where consultation is in progress / may be required:

- Consultation regarding the waste contract will continue to be carried out as required.
- Closure of the Activity Sheffield front line service.
- Business Like Place Programme – staff consultation will be ongoing throughout the Programme.
- Specific consultation in regard to proposed internal changes will be carried out with staff.

Additionally, if changes to front line service delivery are proposed, consultation will be carried out as identified.

### *Workforce*

Some of the proposals will result in a reduction in posts across the Portfolio. However, there is no identified disproportionate impact on a specific group.

A number of Voluntary Severance/Voluntary Early Retirement schemes across Place will result in voluntary staff reductions and changes. It may be necessary in some areas to conduct Managing Employee Reduction processes to achieve non-voluntary staff reductions. In both instances, there is a possibility of wider workforce impact through increased workload.

The year on year reduction in workforce has not had a significant impact on workforce profile, and workforce profile has shown steady improvement for the majority of characteristics. However, for 2017/18 onwards this has been highlighted as a potential issue dependent on the impact of the Business Like Place Programme.

### *Equalities Impacts*

As identified in 2016/17, the year on year key impacts remain in relation to socio economic issues, partners and staffing.

A number of budget savings have been implemented with no significant equalities impacts. The Portfolio has consulted with public and partners to inform these approaches and will continue this engagement throughout 2017/18 to inform decisions in 2018/19 and beyond.



## Areas and detail of impact

### Children Young People and Families

Children, Young People and Families (CYPF) have produced a total of 21 Equality Impact Assessments (EIA) across the Portfolio. CYPF have to manage both the pressure of budget cuts required through reductions to our grant and a significant and growing demand in areas such as special educational needs, health and wellbeing and poverty. In addition, changes in legislation and policy will impact on the way in which we operate, and on the expectations children, young people and families have of us. These demands and changes in legislation result in a financial pressure of £8.976m across CYPF for 2017/18.

Children and Families are absorbing inflationary pressures on fostering allowances within existing fostering budgets, absorbing the loss of the Adoption Inter-agency grant within existing service budgets and mitigating pressures around the National Living Wage by renegotiating contracts with external providers through the regional White Rose procurement framework. This will absorb the cost within contract arrangements.

The strategy to manage the potential impact of our budget proposals has four strands:

1. Prevention and Early Intervention;
2. Partnership Working;
3. Transformational Projects/Creative Change, and;
4. Continuing to reduce costs where we can.

This enables us to:

- Re-design Public Health services as part of the Healthy Child Programme.
- Recommission youth services for the next 3 -5 years.
- Establish the initial phase of the skills hub.
- Invest in change and have a continued focus on prevention and early years services;
- Have whole life planning and progression into adulthood;
- Plan for young people's progression into adulthood;
- Ensure that the needs of vulnerable pupils are met;
- Have a whole family approach to supporting children and parents;
- Have more locally accessible services for children and young people with special educational needs and disabilities;
- Work collaboratively to ensure every child has a school place, that the needs of vulnerable pupils are met; and act as champions for parents and families, and;
- Reduce costs where we can.

### *Workforce*

The year on year workforce reduction has had a positive impact on the workforce diversity profile in CYPF, as well as across the Council. There have been steady improvements in the workforce profile for the majority of the characteristics that are monitored by the Council.

### *Equalities Impacts*

Wherever possible, we have sought to minimise the impact that changes to people's services will have on children, young people and their parents/carers. We recognise that some children, young people and their families use more than one service that has been subject to changes since 2010. This includes services provided by our partners. We recognise that some people will have received a changed or a reduced service as we focus on the most in need and at risk and wherever possible we have sought to mitigate this. However, this may have impacted on those families who are struggling financially, but

## Areas and detail of impact

who are not in the most need.

### Public Health

There are 10 EIAs which relate to Public Health spending, which is approximately £34m and is integrated throughout the Portfolios. More detail on the use of our Public Health grant is given in the portfolio sections. Overall there will be a reduction in investment in this area of 2.6% or £865k to reflect Central Government cuts. We are reviewing how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This may mean that we will try to save on existing activities in order to reinvest in other areas which have been prioritised.

The proposals which involve more cost effective delivery, the retendering of contracts, earlier intervention leading to prevention, internal restructuring, and staff reductions will have fewer equality impacts. Two of the main areas that we will continue to support are advice and information, so the impact of the overall investment will be positive on the groups within the EIA.

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:

- Health and wellbeing is built into all that we do.
- Protect from preventable infections and environmental hazards to health.
- Reduce health inequalities.
- Support people to live healthier lives.

As we target the households in most need there will be an inevitable impact on those who are still struggling financially but are not on the lowest incomes and who will not be eligible for targeted programmes. The biggest impact is likely to be on families with dependent children.

### Resources

In the Resources Portfolio there are 22 EIAs which cover all budget proposals for 2017/18. There are EIAs pending on Managing Employee Reduction (MER) processes across services such as Finance & Commercial Services, Customer Services, HR, Legal and Democratic Services, Transport & Facilities services. EIAs on past MERs have all shown no disproportionate impacts on staff within the portfolio.

We are proposing:

- To keep the same Council Tax Support (CTS) system this year.
- To continue to offer the Council Tax Hardship Scheme in 2017/18, and to increase spending on this by 25%.
- An increase in Council Tax. This includes an additional 3% to cover part of the funding gap in adult social care.

Over the last few years we have mitigated reductions by:

- Reviewing and reducing the number of properties we use, which is linked to increasing the use of technology to enable our staff to work more flexibly;
- Improving our telephony systems to reduce call waiting at our customer call centres;
- Renegotiating contracts to reduce the costs of the things we buy;
- Reviewing and reducing the number of IT applications we use and their licensing costs, and;
- Reviewing the way we provide various professional services, such as Legal Services.



## Areas and detail of impact

The impacts will continue to be monitored through the EIA process and action plans will be developed to mitigate impacts where appropriate.

### *Workforce*

Some of the proposals will result in a reduction in posts across the Portfolio. However, there is no identified disproportionate impact on a specific group.

A number of Voluntary Severance/Voluntary Early Retirement schemes across Resources will result in voluntary staff reductions and changes. It may be necessary in some areas to conduct Managing Employee Reduction processes to achieve non-voluntary staff reductions. In both instances, there is a possibility of wider workforce impact through increased workload.

### *Equalities impact*

The greatest impact will be in relation to the increase in Council Tax, including the Social Care Precept. See detail later in the report and mitigation through the increased Hardship Scheme.

## Communities

In the Communities Portfolio, 31 EIAs have been carried out in relation to the business planning savings proposals. More EIAs are planned as these proposals continue to develop. Many of the services in this portfolio, such as Adult Social Care, are, by definition, providing services to vulnerable, disabled or older people. Savings in this portfolio therefore have the potential to impact negatively upon these protected groups. Where there is a risk of negative impact, full EIAs have been carried out and these will be updated regularly to inform the recommendations as part of the development and implementation of proposals.

In keeping with the Council as a whole, the Communities Portfolio is mindful of the cumulative impact that changes in services and broader public policy could have. In 2017/18, there will be a concerted focus on reviewing these changes and understanding more about their effect on groups with protected characteristics. The key proposals areas are:

- Co-design a new Adult Social Care First Contact model.
- Developed a Learning Disabilities Commissioning Plan.
- Review the care plans of other adults who currently receive lower levels of support.
- Reduce the Communities Equipment Service budget.
- Increase the level of library fines, and temporarily reduce the Library and Community Services Budget.

### *Workforce*

Where Managing Employee Reductions are required, we will work to minimise the impact on direct provision. We will try to ensure that this will not have a disproportionate impact on any group already under represented within the staffing profile. We will also follow this careful approach to staffing and equalities issues for other business planning proposals, for example, the reduction in agency staff within the Learning Disabilities Service, and in plans to cease recruitment to vacant posts and to restructure services.

## Areas and detail of impact

### Policy, Performance and Communications

In Policy, Performance and Communications (PPC) there are less than 100 staff overall and only 4 EIAs. These proposals are mainly internal restructures and changes to contracts and they are not likely to have any customer impact. One proposal to reduce grant funding to the Equality Hub Network will have a potential impact. This is a saving from last year's overall expenditure on the Equality Hub Network. The closure of the Fairness Commission Pot from 2017/18 onwards, from which this funding is drawn, requires us to manage this pressure. The main mitigation will be to focus the available grant funding on those organisations that provide facilitative and administrative activity to build the capacity of the Equality Hub Network. This will strengthen the voice and influence of under-represented communities in the city and continued development officer support. The grant being reduced is the smaller grant pot.

### SUMMARY

#### In summary there are a number of key themes that run through the proposals:

- The restructuring and integration of services and teams to increase efficiency and effectiveness.
- Developing solutions for the longer term.
- Taking preventative action and intervening earlier.
- Stopping some functions or activities and working with partners so these functions can be delivered by others where possible.
- 'Managing Employee Reductions' processes to reduce the number of staff employed especially in, non-front line roles.
- Targeting of resources and prioritising support to those who need it most and those at risk.
- Helping people to be independent, safe and well and to make their own choices.
- Better value for money in the services we commission or purchase, including joint funding.
- Working with other partners to avoid duplication, so people get co-ordinated help and support.
- Fairer contributions and charges to ensure full cost recovery and as a way to maintain services.
- Increasing commercialisation and traded services such as with schools.
- Investing in and supporting the Voluntary Community Sector with no reductions in Grant Aid, but small reductions in specific areas.
- Reducing public health investment and shifting the focus to address the root causes of ill health.
- Supporting individuals to help themselves and their communities.
- Continuing with changes made in the past year to have full year effect.
- Continuing to monitor the impact of changes over the coming year.

Furthermore, we will continue to fund a Local Assistance Scheme and to have a Council Tax Support scheme at 23% despite Government funding cuts in these areas. We will also mitigate the impact of the 1.99% increase (35p per week for most households) in Council Tax and an additional 3% Social care precept (52p per week for most households), by increasing the Council Tax Hardship Fund in 2017/18 by 25% (£200k).

Overall, this year the proposals do have the potential to impact negatively in some areas and service EIAs have sought to mitigate this. However there are also positive impacts which have been identified. Further details of the impacts are contained in individual service EIAs.

Our impact assessments identify and provide mitigations for any potential impacts in services for younger people, older people, disabled people, BME, women and men, religion and belief, sexual

## Areas and detail of impact

orientation, voluntary community and faith sector, cohesion and financial inclusion/ poverty. Disabled people, carers, young people, some women and some BME communities are over-represented among people financially excluded or in poverty. For example 11% of BME men are unemployed compared to the city average of 7% and 8% of BME women are unemployed, compared to the city average of 4%. Further details of the impacts are contained in individual service EIAs which are listed at the end of this document.

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 proportion of Sheffield's population aged over 65 is also projected to increase, with the largest increases in the number of people aged over 85.

Across **all Portfolios** impacts on age have been identified; however for older people the impacts are largely in **Communities**. There are approximately 8,140 people currently receiving social care support. Within Adult Social Care, we will continue to prioritise keeping people who need our support safe and well and fulfilling our statutory obligations.

The Adult Social Care First Contact proposal aims to increase access to local support and enhance independence for citizens, and therefore to prevent, reduce or delay the demand for Adult Social Care services. A citizens' working group, with representation across communities with protected characteristics, is working with us to co-design a new model of service. Initial implementation will include a focus on older people.

In the Adult Social Care redesign, staff who help to assess and co-ordinate support for adults with social care needs will be redeployed so as to improve customer, carer and staff satisfaction, and coordination with other services. A key principle will be increased working within localities across Sheffield to support the needs of different communities. The EIA will be updated as plans develop further.

The restructure of our re-ablement service (ongoing from 2016/17) considers the impact on staff and service users, a very high proportion of whom are older people. This proposal is to increase the efficiency and effectiveness of the Short Term Intervention Team (STIT), which supports people to recover following an accident or other episode. Typically, the STIT receives referrals for people in hospital and the proposal aims to ensure that the service targets its support only for people who will benefit from short-term re-ablement. We have updated this EIA regularly since the project was launched last year, to monitor impact.

Each of the above proposals aims to create changes that enhance people's wellbeing, support and experience. However, there will be an inevitable impact from such changes and, where possible, we will mitigate any negative consequences of these proposals. The EIA process provides critical information to enable us to target our approach carefully.

The Better Care Fund partnership with the CCG has continued to develop with the aim to deliver better joint commissioning, to ensure people get the right care when and where they need it. This should also lead to more effective and efficient services and have more positive impacts for older people. However the Better Care Fund is not enough to support both adult social care and the NHS to work differently. While we continue to work with our CCG partners and have a joint budget, there is still a need to deliver significant change in how services are planned, commissioned and delivered in Sheffield.

## Areas and detail of impact

In Adult Social Care reviews and reassessments, we will continue to prioritise those people who need our support and fulfil our statutory obligations, ensuring that our approach meets the legal benchmark. As in other years, we will review and reassess social care packages across all customer groups, with a focus on adults with learning disabilities and older people. We will monitor the cumulative impact of this approach.

Although our plans to reduce the Community Equipment Service budget do not affect eligibility rules, our EIA identifies the need to monitor the effect of the change on what is primarily an older customer group.

We are investing in Grant Aid to the local voluntary sector and as part of this we are continuing to support lunch clubs to reduce isolation of older people. We have reviewed existing arrangements across the Council to ensure we are prioritising available support. The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

We have considered the impact on library-users of the proposals to increase the level of fines and temporarily to reduce the Library and Community Services budget. Library fines do not apply to people who are disabled. Our EIA identifies the need to communicate the changes clearly with library-users, and to target communication appropriately. Although there is a commitment to ensure that there is not a disproportionate impact on any particular communities, any reduction in funding will have some impact across library users (which include large numbers of older, younger and disabled people, and people from BME communities).

**In Place** there may be some negative impacts on older people dependent on the savings identified through working with our partners but, wherever possible, we will try to mitigate this by reducing the impact on frontline services. Where services are reducing we will continue to make sure the people who need our support the most can still access services.

An increase in Bereavement Services charges of £100 has a potentially negative financial impact on those needing to use the service and disproportionate impact on older people as they are more likely to need the service. However, service fees are to be brought in line with other service providers in South Yorkshire and will not exceed them (see service EIA for detail).

**CYPF, Resources and PPC** have few proposals which impact directly on older people.

In **Resources**, the changes to the Council Tax Support Scheme are likely to have a low impact in this area as regulations prescribe that current claimants – 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 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. 28% of BME residents are aged Under 16.

Around 20% of people in Sheffield will live in relative poverty at any one time. In 2012 this included 23% of all Sheffield children and almost a third of all Sheffield children under 10.

## Areas and detail of impact

In **Children, Young People and Families** many of the proposals and subsequent EIAs relate to responding to demand led and loss of grant pressures. The proposals with the main differential impact are summarised below:

The reshaping of **Youth Services** started in 2012, and in 2017/18 a significant change programme to strategically re commission youth services for the next 3-5 years will be implemented. The current service delivery by Sheffield Futures will maintained until 30th September 2017, although with a reduced budget and some reductions in the number of youth work sessions. There will also be some capacity reductions to Community Youth Teams (CYT).

Lifelong Learning, Skills and Communities will be covering residual costs from activity where grant funding has ceased, mitigating pressures and continuing the provision of employer subsidies to support the employment of vulnerable and disadvantaged learners as apprentices. It will establish the initial phase of the Skills Hub; its updated core team to work on employment projects and apprenticeships. Mitigations of pressures and the initial phase of establishing the Skills Hub will positively impact on young people accessing the labour market.

To address growing demand and complexity, we are investing via replacement funding in new prevention approaches to achieve the identified savings over the five year Strengthening Families change programme. This invest to save change programme will transform services via skilled multi-agency workers assessing need holistically; ensuring prevention is at the heart of delivery and that services are accessible through a locality approach. It will include innovative delivery including wrap around Foster Care, improved stability of placements and Building Successful Families, which includes employment support for vulnerable adults and care to home rehabilitation assessment.

Negative impacts on young people are identified as a result of sexual health contract reductions. This will see a service remodelling, and the hub function is now delivered from one site instead of two. Young people are more at risk of poor sexual health due to increased exposure to risk taking behaviours. The detailed impacts will be noted in the individual proposal EIAs. This is being mitigated by working with the provider to reduce non frontline services where possible and mitigate the potential negative impact on students and young people through targeting specific further work with the universities and Community Youth Teams (CYT).

Since 2010, there has, however, been a cumulative reduction in the universal offer to children and young people and this is likely to impact on young people and their families who have a lower income and would struggle to pay for additional activities/ services.

**In Resources and PPC**, there are mainly none to low impacts, as most of the EIAs relate to internal restructuring. The main areas of customer impact are Council Tax and Customer Services. In relation to Council Tax, it is clear from the collection rates that under the CTS scheme some working age households have found (and will continue to find) it harder to meet their council tax liability than others.

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 (CTB) regulations and provides for the maximum financial support being made available to those with the greatest financial need. It protects 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

## Areas and detail of impact

hardship amongst some households.

In anticipation of this, the Council has a Council Tax Hardship Scheme (CTHS) to offer additional support to those in severe financial need. Analysis of the awards made under the CTHS show that over 90% of awards have been made to working age taxpayers, the group most adversely affected by the introduction of CTS. We have increased the hardship fund significantly by 25% (£200k).

The changes in Customer Services and the implementation of the customer experience strategy will in some cases lead to positive impacts, such as better access to services online (the preferred contact method of younger people).

**In Place** the closure of the Activity Sheffield front line service means that support for local health and wellbeing activity delivered by individuals, groups and communities will cease. The result could be potential negative equality impacts on a range of characteristics. Mitigation is that residual support will be retained for city and community sport/physical activity and will focus disproportionately on areas that were previously supported by Activity Sheffield.

## Disability

There are over 110,000 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 income and noted mitigations to be put in place. Over a third of disabled people in Sheffield live in areas which are in the 10% of the most deprived areas in the country, which is 10% higher compared to 23% which is the overall average in Sheffield. [See Community Knowledge Profile](#)

When the extra costs of disability are partially accounted for, half of all people in poverty are either disabled, or in a household with a disabled person.

Across **all Portfolios**, impacts on disability have been identified. However the main impacts are in the **Communities Portfolio**. Most users of Adult Social Care are disabled by virtue of the eligibility criteria for services. This means that some of the changes within Adult Social Care will have a larger impact upon disabled people. There are currently approximately 8,140 people currently receiving support, including 1,671 people with a learning disability. A lot of the same impacts that were identified for older people are also outlined below for disabled people due to the nature of the services.

Our Learning Disabilities Commissioning Plan has been informed by engagement with people with learning disabilities and their carers, and will continue to be refined as proposals develop. We have also completed an EIA for proposals to review learning disabilities community arrangements. The approach to the reviews will meet our obligations under the Care Act and we will ensure that follow-up contact with customers after the review considers the impact on particular groups and their need to adjust to new levels of support.

We are carefully considering the effect on people of needing to transition to new types of support. For example, the equalities impact assessment for our plans to refocus support for people with dementia in the community acknowledges there could be some negative transitional impact, although the overall impact is expected to be positive.

The Integrated Mental Health Plan is a significant proposal for 2017/18, the aim of which is to reduce the overspend on the Council's mental health budgets through joint work and service development



## Areas and detail of impact

with the Clinical Commissioning Group (CCG). The different elements of the proposal are currently being discussed and negotiated. The EIA highlights the need for more refined assessments as the proposals develop – in recognition, for example, of the contrasting experiences of health inequalities and access to services that different groups with protected characteristics face.

We will look to work closely with mental health service-users to design and consult on this Plan. We have created an over-arching EIA but, as our plans develop, individual EIAs will look in more depth at the implications of change, picking up on issues like inequity of use of mental health services amongst different groups. Our plans also anticipate consultations and ensuring that any transition for service users to or from a service is managed carefully and sensitively.

There are some proposals which were implemented following last year's budget, where the reductions did not fully take effect until this year. We have reviewed and updated EIAs from last year to make sure that we have implemented EIA action plans and identified next steps.

The Better Care Fund partnership with the CCG will continue in 2017/18, with the aim to deliver better joint commissioning, to ensure people get the right care when and where they need it. This should also lead to more effective and efficient services which will lead to positive impacts for disabled people. However as noted above this is not enough to support both adult social care and the NHS to work differently. There is still a need to deliver significant change in how services are planned, commissioned and delivered.

EIAs have helped to inform the development of proposals to target housing-related support on the most vulnerable groups (mental health problems are a key issue for significant numbers of those accessing housing related support). Reductions in budget will inevitably have an impact. We will closely monitor the development of the proposals, and review the EIAs accordingly to ensure that negative impacts are mitigated.

We will also use the EIA process to review the impact of a reduction in the Community Support service on older people, disabled people and other groups with protected characteristics, and continue to look for other sources of support to mitigate this impact.

We recognise that plans to reduce the residential rehabilitation care budget will have an impact on people who may be vulnerable, and the EIA completed considers this. However, we believe the funding allocation process will help to ensure that care is targeted at those in greatest need.

**In Place** there may be some negative impacts on disabled people dependent on the savings identified through working with our partners 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. 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.

- The reduction to the Sheffield Futures contract will not impact negatively on disabled children.
- The Strengthening Families Change programme and investment in Prevention and Early Intervention services will transform services into simplified, accessible and locality led services to children and families. For example Taking Care, a care to home rehabilitation assessment will

## Areas and detail of impact

positively impact on disabled children and their families.

- Protecting targeted support to children and young people and employment projects, for example protecting apprenticeships and employment programmes, will positively impact on disabled people's opportunities to continue accessing opportunities.

There are low impacts on disabled people in **Resources**. Most changes are internal restructures or relate to contracts, which will not impact on customers except for Council Tax.

The Council recognises that changes to Council Tax may cause hardship for some customers in this group as there are in excess of 12,000 taxpayers with a disability who are in receipt of CTS. However by continuing to closely align our CTS scheme with the principles of the old National Government CTB scheme customers in receipt of disability benefits will continue to receive the highest possible level of CTS.

Equally, some disabled customers or households may have a higher net income than other groups and although the Council recognises that this income is intended to meet their wider needs, they may still be in a better position to meet their Council Tax Liability than customers on non-disability welfare benefits. To continue to offer the highest possible support to all disabled customers, the Council intends to continue to disregard as income for calculating eligibility for CTS, Attendance Allowance (AA), Disability Living Allowance (DLA) and War Disablement Pension.

In anticipation of the potential impact that the change to CTS may have on disabled taxpayers the Council introduced, and in 2017/18 proposes to maintain with increased funding, a Council Tax Hardship Scheme (CTHS) to offer additional support to those in severe financial need. This will increase by 25%, or £200k, this year. Although it is not currently possible to identify the Council Tax collection rate amongst disabled taxpayers, under the CTHS support for both disabled taxpayers and carers of disabled taxpayers is prioritised, with this group receiving both higher levels of awards and being awarded support for longer than other customers.

Analysis of the CTHS shows that approximately 55% of all awards are made to customers in receipt of a sickness or disability benefit.

This underlines a key aim of the CTHS, which is to prioritise support to those in financial need who are least able to change their circumstances. It also supports the Council's original understanding, when setting up the CTHS, that hardship is not linear within customers with a shared protected characteristic, nor is it uniform across different customer groups and that targeted assistance, as opposed to blanket exemption, is an effective way of providing assistance to those taxpayers in most financial need. Under our CTHS, we do not take account of DLA (care or mobility components) as income when calculating entitlement to assistance.

## Race

Sheffield is a diverse city and the ethnic profile continues to change, with the proportion of residents of working age classifying themselves as BME (Black and Minority Ethnic which includes everyone except for those who classify themselves as White British) growing from 11% in 2001 to 19.2% in 2011. BME adults make up 16% of the population and BME children make up 29% of the BME population as a whole. The largest group is the Pakistani community and the biggest proportional increases are occurring in the Arabic, East European, Indian and Chinese communities. Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas of the city with high proportions of BME people, these tend to correlate with areas of higher deprivation. See ['BME](#)



## Areas and detail of impact

[Community Knowledge Profiles](#) for more details on this.

There were very few impact assessments which highlighted a direct medium/high impact on race. There are more indirect impacts identified; this is mainly in the areas of impacts on young people and people on low incomes. Mitigations have been identified and put in place in individual service EIAs.

**In Children, Young People and Families** the change to the Integrated Sexual Health Services may negatively impact on some ethnic groups who are at a higher risk of contracting sexually transmitted infections. This is partially due to cultural differences around sexual health and the often strongly resistant approach of some BME communities to engage with sexual health services or in encouraging young people to access contraception. There has been an overall low or positive impact and we will focus on:

- The reduction to the Sheffield Futures contract will not impact negatively on BME groups. They are a priority group because the contract targets those who have disadvantaged social economic backgrounds.
- The Strengthening Families Change programme and investment in Prevention and Early Intervention services will transform services into simplified, accessible and locality led services to children and families, which will positively impact on BME groups.
- Protecting targeted support to children and young people and employment projects, for example protecting apprenticeships and employment programmes, will positively impact on BME groups. Some BME communities may see a positive impact through the re-design of Health Visiting and School Nursing as part of contract reductions, with a shift from a universal approach to ensure that those in greatest need do not face any adverse impact.

The **Communities** portfolio is continuing to invest in Grant Aid to the local voluntary sector and in Lunch Clubs. The funding will be targeted at those in greatest need of support. The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

There is no evidence to suggest that BME people will be disproportionately negatively affected by the reductions in Adult Social Care.

**In Place** the closure of the Activity Sheffield front line service means that support for local health and wellbeing activity delivered by individuals, groups and communities will cease. The result could be potential negative equality impacts on a range of characteristics in the most deprived communities across the city including; financial inclusion, BME groups and health inequalities. Additionally, the Service has a higher percentage of the BME community accessing its services than the overall BME population levels in Sheffield. Mitigation is that residual support will be retained for city and community sport/physical activity and will focus disproportionately on areas that were previously supported by Activity Sheffield.

**In Resources**, the proposal to increase Council Tax will affect all working age taxpayers, irrespective of race. It is clear from analysing overall collection rates that some households from across the City have found (and will continue to find) it more difficult to meet their council tax liability. As the CTS caseload is representative of the City's differing ethnic make-up, it is reasonable to assume households from different ethnic backgrounds will form part of the overall group of CTS taxpayers who are struggling financially. Also BME communities are more likely to be working age taxpayers rather than of pension age. However, there is no evidence available which would suggest that taxpayers from differing ethnic backgrounds will be disproportionately affected by an increase.

## Areas and detail of impact

In anticipation of the potential impact that the change to CTS may have on taxpayers from differing ethnic backgrounds the Council introduced, and in 2017/18 proposes to maintain, with increased funding a Council Tax Hardship Scheme (CTHS) to offer additional support to those taxpayers from differing ethnic backgrounds who are in severe financial need.

Access to the scheme is open to all taxpayers in receipt of CTS regardless of ethnicity. Analysis of our CTS caseload shows that 25% of all applicants are from a BME background whilst 26% of all awards made under the CTHS are made to BME households. In anticipation of the potential impact that the change to CTS may have on taxpayers from differing ethnic backgrounds, the Council introduced a Council Tax Hardship Scheme (CTHS) which has been substantially increased this year by 25% to offer additional support to those taxpayers who are in severe financial need including those from differing ethnic backgrounds.

## Religion/ Belief

According to the [Census 2011](#) the largest religion/belief held in the city is Christian 52.5 %, followed by no religion 31%, Muslim 7.7% and no religion stated 6.8%. Few service impact assessments have detailed any disproportionate impacts in this area.

In **Children, Young People and Families** the reduction to the Integrated Sexual Health Service contract highlights the difficulties of sexual health services engaging with some communities. These difficulties may increase. Further monitoring of the impact is being undertaken as part of the EIA being developed in collaboration with the provider.

There are no identified disproportionate impacts in **Resources, Place, Communities or PPC**.

## Sex – including men, women, pregnancy and maternity

While the pay gap between men and women has been reducing, there is still evidence that, in general, men are paid more than women; the gender pay gap in Sheffield is 17.5%. The unemployment picture also shows gender difference, the male unemployment rate in 2014 was 6.4% (5.8% in GB) but for women this was 9% (5.4% GB total). See '[Women's Community Knowledge Profile](#)' for more information on this.

Few impact assessments have noted clear direct disproportionate impacts on gender. However, as women have lower incomes overall, are a larger proportion of adult social care service users, carers and lone parents, there will therefore be an indirect impact from multiple proposals such as increasing in charging, changes in Adult Social Care, and Council Tax. See the sections on older people, disability and carers for the potential of indirect impact due to multiple disadvantages in Communities Portfolio.

The **Communities** portfolio is continuing to invest in Grant Aid to the local voluntary sector including lunch clubs. 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** changes to the Integrated Sexual Health Service contract may negatively impact on women who are more likely to access sexual health services. Treating and preventing sexually transmitted infections is critical in both sexes. The NHS provider will

## Areas and detail of impact

try to mitigate any proposals by reducing non front line activity first.

The Strengthening Families change programme and investment in Prevention and Early Intervention services will transform services into simplified, accessible and locality led services to children and families which will improve the culture and practice in the prevention and mitigation of domestic violence.

Following the integration/service re-design of Health Visiting and School Nursing as part of contract reduction, service delivery will be monitored to ensure that there is no adverse/negative impact and to mitigate as necessary.

There are no identified direct impacts on gender in **Place or PPC**. However, **across Portfolios**, women are more likely to be unemployed and have lower incomes. Any changes impacting on people on a low income, such as increased charging, will more indirectly impact on women.

In **Resources**, pregnant customers claiming CTS have their award based on 77% rather than 100% of their Council Tax Liability. By continuing to closely align our CTS scheme with the principles of the revoked CTB scheme, once these customers give birth their change in circumstances will be positively reflected in the level of CTS that they will receive. The Council will also continue to disregard child benefits as income when assessing a customer's eligibility to CTS. In anticipation of the potential impact that the change to CTS may have on pregnant taxpayers or new parents the Council introduced, and in 2017/18 proposes to maintain with increased funding of 25%, a Council Tax Hardship Scheme (CTHS) to offer additional support to those in severe financial need. By maintaining the scheme in its present format, it will continue to include in calculating entitlement to support, the family premium which the Government removed from Housing Benefit entitlement decisions in May 2016, and which we could have replicated in our CTS scheme in 2017/18.

Further, the Government is also proposing to reduce Housing Benefit entitlement for families or single parents who have a third child after April 2017. We could also have incorporated this change into our CTS scheme, but by choosing not to do so we will continue to be able to offer the maximum possible support to families with more than 2 children. This is particularly relevant given that the second phase of the Government's "Benefit Cap" will be introduced in Sheffield in January 2017. Unlike the first phase, which predominantly affected families with 4+ children, the reduced benefit income allowed under this phase of the cap will affect households with 3 children and some with 2. The Department of Work and Pensions states that up to 900 households in Sheffield (with approximately 3450 children) will be affected by the benefit cap. The benefit cap will, until a household moves on to Universal Credit, reduce the weekly Housing Benefit received, thus increasing the amount of rent these households have to pay. The average Housing Benefit reduction will be £48.23 per week. By maintaining the CTS scheme in its current format, we will not be increasing the net amount of Council Tax these households have to pay, at a time when for most their rent payments will significantly increase. By increasing the funding available for the CTHS we will increase our ability to offer, where appropriate, priority financial assistance to these families, as demand for assistance from this group of customers increases.

It is recognised that lone parents in receipt of CTS, the majority of whom tend to be female, are likely to be affected not just by the advent of CTS but by other welfare reforms, such as the removal of the family premium in Housing Benefit calculations, which we are proposing not to replicate for CTS, and the introduction of the benefit cap. As such, by maintaining the CTS scheme in its present format and proposing to maintain and increase the funding for the CTHS, the Council will continue to offer financial

## Areas and detail of impact

assistance to single parents.

### Sexual Orientation

The [Community Knowledge Profiles](#) note that approximately 5 to 7% of people identify nationally as LGB (lesbian, gay or bi-sexual), although we do not have more local information. We estimate 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. The proportion of younger people Identifying as LGB is usually higher than the national average.

Few service impact assessments have identified impacts in this area except the **Children, Young People, and Families portfolio**.

The Sheffield Integrated Sexual Health Service has had ongoing reduction since 2013. It works across several protected characteristics, particularly age, race, religion/beliefs, maternity, sexual orientation, disability, and poverty. There has been mitigation since 2013, including reducing training, communications and rationalising the development of sexual health outreach work, all of which will impact on access and delivery of services.

Within the Sheffield Futures contract reduction, Lesbian, Gay and Bisexual (LGB) young people are seen as a particular priority vulnerable group and therefore there are no planned reductions of current levels of support.

Overall, across the Council, **in Place, Communities, Resources or PPC** we do not think there will be a negative disproportionate impact for LGB people, but information on our service users in this area is limited. 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 appropriate.

**In Resources** there is no evidence to suggest that assessing CTS based on 77% of Council Tax liability has had a greater or lesser impact on customers purely as a result of their sexual orientation. It is clear from analysing overall collection rates that some households from across the City have found (and will continue to find) it more difficult to meet their council tax liability. As the CTS caseload is representative of the City's differing make up, it is reasonable to assume taxpayers of different sexual orientation will form part of the overall group of CTS taxpayers who are struggling financially. Therefore the Council has established the CTHS to mitigate the impact of CTS amongst the most financially vulnerable. Access to the scheme is open to all, irrespective of sexual orientation.

### Transgender

There are nationally approximately 0.6% of the population that are trans, and so we would expect there to be similar numbers in Sheffield, which equates to 3,300 people. Few service impact assessments have detailed any disproportionate impacts in this area except in the **Children, Young People and Families Portfolio**. The reductions to Integrated Sexual Health Service (ISHS) may negatively impact support on transgender issues, as it is a non-core activity and could be compromised if funding is reduced, carrying the risk that trans people, already one of the most marginalized groups, will be further marginalised. Further monitoring of the impact is being undertaken.

Within the Sheffield Futures contract reduction, transgender young people are seen as a particular priority vulnerable group and therefore there are no planned reductions of current levels of support.

## Areas and detail of impact

Overall, across the Council in **Place, Communities, Resources or PPC** we do not think there will be a negative disproportionate impact on trans people. 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 impact as relevant and appropriate.

## Financial Exclusion, Poverty and Social Justice

There were 24.7% of children (28,275 children) in Sheffield living in relative poverty in 2014. This is an increase on the previous year, which is in line with national, regional and core cities trends. This city level figure masks wide variation in the extent of child poverty in different parts of the city. In the Ecclesall Ward, just 3.3% of children were living in poverty, whilst less than 5 miles away in Firth Park ward, the rate was more than 14 times as high at 42.9%. 125,000 (22%) of people in Sheffield live within areas ranked as the most deprived tenth nationally, and 47,000 (8%) live within the least deprived tenth nationally.

Joseph Rowntree Foundation (JRF) research ([JRF Monitoring Poverty & Social Exclusion](#) report 2016) notes: “While overall levels of poverty have remained fairly static over the last 25 years, risks for particular groups have changed. Income poverty among pensioners fell from 40% to 13%, while child poverty rates remain high at 29%, and poverty among working-age adults without dependent children has risen from 14% to around 20%. The percentage of children in relative low-income households before housing costs rose for the first time since 2008 in 2014/15 (and stood at 19%, up from 17% in 2013/14)”. The number of people in poverty in a working family is 55%. Four-fifths of the adults in these families are themselves working, some 3.8 million workers. Those adults that are not working are predominantly looking after children.

Between 2008 and 2014 the cost of essentials went up three times faster than average earnings and the cost of essentials went up twice as fast as general inflation. At the same time, average earnings were stagnant and benefits that low-income households rely on (both in and out of work) were cut in real terms. The face of poverty has also changed in other ways:

- Pensioners are now less likely to be in poverty than previously, but other groups are more likely to be in poverty. Poverty amongst pensioners is directly linked to their experience in earlier life.
- Nationally, poverty rates for disabled people have reversed, with poverty increasing.
- When the extra costs of disability are partially accounted for, half of all people in poverty are either disabled, or in a household with a disabled person.
- People from minority ethnic backgrounds are more likely to be in poverty.
- People in poverty face reduced and falling financial resilience. For example, 69% of the poorest fifth have no savings whatsoever, an increase from 58% in 2005/06.
- 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; they are also one of the groups hardest hit by the new benefit changes.

The Government’s commitment to make a further £12billion reduction in welfare spending will be achieved in part through increased employment and wages, in part through reducing and limiting specific welfare benefits, and in part through a dramatic reduction in the resources available to offer employment support that will accompany the termination of the Work Programme in 2017. A detailed analysis of the impact of the planned reductions in welfare spending is being carried out by Sheffield Hallam University and can be found here:

<http://www.shu.ac.uk/research/cresr/sites/shu.ac.uk/files/welfare-reform-2016.pdf>.



## Areas and detail of impact

Sheffield City Council's budget reductions, coupled with issues as noted above like welfare reform, mean that preventing inequality from worsening or not widening 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. We have also aimed to ensure the budget proposals are in line with the [Fairness Commission Principles](#) and our priorities outlined in our [Corporate Plan](#).

We have considered the key drivers of poverty and its effects (short, medium, and long term). Our proposals therefore reflect the Council's intention to tackle poverty and reduce inequality, as outlined in the [Tackling Poverty Strategy](#) 2015. The strategy notes three ways we will make an impact:

- Changing the way we do things so that tackling poverty is always a priority.
- Taking action to make things better for children and adults who are struggling and in poverty now (including providing advice, reducing the cost of essentials and reducing crime).
- Tackling some of the root causes of poverty and giving our children the best chance of a poverty-free future (including improving skills and employability, increasing the supply of good quality jobs, giving children a great start in life and a good education, improving health and tackling health inequalities and providing more affordable, decent homes).

**In Communities** we are reviewing the discretionary hardship schemes. We have consulted on plans to change the scope of the Local Assistance Scheme (LAS), including removing loans and the administrative cost of their recovery. The Council is now carrying out an urgent review of discretionary funding schemes like this that support people in hardship and who are vulnerable. We may therefore need to consult further on more fundamental changes to the LAS, but this has not yet been determined.

EIAs have helped to inform the development of proposals to target housing-related support on the most vulnerable groups. Reductions in budget will inevitably have an impact. We will closely monitor the development of the proposals, and review the EIAs accordingly to ensure that negative impacts are mitigated.

We will also use the EIA process to review the impact of a reduction in the Community Support service on older people, disabled people and other groups with protected characteristics, and continue to look for other sources of support to mitigate this impact. We recognise that plans to reduce the residential rehabilitation care budget will have an impact on people who may be vulnerable, and the EIA completed considers this. However, we believe the funding allocation process will help to ensure that care is targeted at those in greatest need.

**In Place** there is a cumulative impact of year on year reduced subsidies on our charitable partners, Museums Sheffield, Sheffield International Venues and Industrial Museums. Although the services continue to be delivered, staffing will be at reduced levels. Any potential leisure or theatre price increases will be minimised for low income users via discount schemes.

Any further equalities impacts and mitigation will be identified as the work progresses. We have used a range of evidence such as data and consultation to identify potential differential impacts and these key areas are:

- Inflationary increase in fees and charges and greater cost recovery for service provision will continue to have more impact on low income households due to less disposable income to

## Areas and detail of impact

manage any additional costs.

- The closure of the Activity Sheffield front line service means that support for local health and wellbeing activity delivered by individuals, groups and communities will cease. Residual support will be retained for city and community sport/physical activity and will focus disproportionately on areas that were previously supported by Activity Sheffield. The result will be potential negative equality impacts on a range of characteristics in the most deprived communities across the city including financial inclusion, BME groups and health inequalities.
- A broad range of potential impacts may result from Business Like Place. Examples may include, but are not be limited to, reviewing charging models for service provision, changing or reviewing service standards and ceasing activity altogether.

In **Children, Young People and Families**, there are a number of proposals with an impact on financial inclusion and poverty including:

- The Strengthening Families Change programme and investment in Prevention and Early Intervention services will transform services to become simplified, accessible and locality led. Children and families will contribute towards improved outcomes in a range of areas for Sheffield's children, young people and their families.
- Within the proposed reduction to the Integrated Sexual Health Service, the impact between poor sexual health and health inequalities is highlighted.
- Protecting targeted support to children and young people and employment projects, such as protecting apprenticeships and employment programmes, will positively impact on reducing financial exclusion and poverty.
- A targeted approach to those in greatest need through the re-design of Health Visiting and School Nursing will have a longer term positive impact on children at a higher risk of financial exclusion and poverty.

**In Resources** it is intended that the CTS scheme continues to be closely aligned with the principles of the revoked CTB regulations. These regulations provide 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. However, the Government in pursuing its Welfare Reform agenda has made changes to the Housing Benefit scheme which reduces support to certain working age customer groups. If we replicate those changes in our CTS scheme we will also reduce support under our scheme to those customers. It is proposed not to incorporate those changes into our CTS scheme. By taking this decision we will continue to provide the maximum available support under our scheme.

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 these households. Therefore the Council is proposing to continue to operate the Council Tax Hardship Scheme (CTHS) in 2017/18 and to increase the assistance available under the scheme by 25% or £200k, in order to continue to offer assistance to the most financially vulnerable households. By doing so we will be able to target assistance to those customers in the greatest financial need. Further the Council also maintains a Local Assistance Scheme which can provide additional financial support to certain CTS taxpayers in financial difficulties.

However we will increase Council Tax by 1.99% (approx. 35p per week for most households), plus the social care precept of 3% (52p) so 87p overall to enable us to continue to protect services to those who are in greatest need and at risk.

The Council provides funding to Sheffield Advice and Law Centre as well as providing other

## Areas and detail of impact

organisations with grants to support people who are living in poverty or who are at risk of poverty. The Revenues and Benefits service also has close links with this sector, particularly with advice agencies and supported housing providers. The service will continue to engage with them where appropriate to review and refine the scheme in order to ensure that it continues to be fit for purpose. By proposing to maintain the scheme in its current format and therefore not making it less generous, the Council is ensuring that during a challenging period of change for many low income households, it will provide continuity for those already claiming CTS.

### Carers

According to the [Carers Community Profile](#) and 2011 Census there are 57,373 residents who provide unpaid care, including 4,559 young people under the age of 25. 58% of carers are women. Few impact assessments have noted clear direct negative impacts on carers. However, as carers overall have lower incomes and, by definition, care for a large proportion of adult social care service users, there will be an indirect impact from multiple proposals.

See the sections on older people and disability for potential of indirect impact due to multiple disadvantages in **Communities Portfolio**.

The Better Care Fund partnership with the NHS CCG will continue in 2017/18, with the aim to deliver better joint commissioning, to ensure people get the right care when and where they need it. This should also lead to more effective and efficient services which will lead to positive impacts for disabled people and their carers. However the Better Care Fund is not enough to support both adult social care and the NHS to work differently. There is still a need to deliver significant change in how services are planned, commissioned and delivered in Sheffield.

In Adult Social Care reviews and reassessments have the potential to impact on carers directly and indirectly. We will continue to prioritise those people who need our support and fulfil our statutory obligations, ensuring that our approach meets the legal benchmark. As in other years, we will review and reassess social care packages across all customer groups, with a focus on adults with learning disabilities and older people. We will monitor the cumulative impact of this approach.

Our Learning Disabilities Commissioning Plan has been informed by engagement with people with learning disabilities and their carers, and will continue to be refined as proposals develop. We have also completed an EIA for proposals to review learning disabilities community arrangements. The approach to the reviews will meet our obligations under the Care Act and we will ensure that follow-up contact with customers after the review considers the impact on particular groups and their need to adjust to new levels of support.

We are carefully considering the effect on people of needing to transition to new types of support. For example, the equalities impact assessment for our plans to refocus support for people with dementia in the community acknowledges there could be some negative transitional impact for people with dementia and their carers, although the overall impact is expected to be positive.

There are some proposals which were implemented following last year's budget, where the reductions did not fully take effect until this year. We have reviewed and updated EIAs from last year to make sure that we have implemented EIA action plans and identified next steps.

EIAs have helped to inform the development of proposals to target housing-related support on the



## Areas and detail of impact

most vulnerable groups. Reductions in budget will inevitably have an impact. We will closely monitor the development of the proposals, and review the EIAs accordingly to ensure that negative impacts are mitigated.

We will also use the EIA process to review the impact of a reduction in the Community Support service on older people, disabled people, carers and other groups with protected characteristics, and continue to look for other sources of support to mitigate this impact.

The Adult Social Care First Contact proposal aims to increase access to local support and enhance independence for citizens, and therefore to prevent, reduce or delay the demand for Adult Social Care services. A citizens' working group, with representation across communities with protected characteristics, is working with us to co-design a new model of service. Initial implementation will include a focus on older people many of whom will be carers.

In **Children, Young People and Families**, through Strengthening Families, carers of disabled people will benefit from locality based services.

In **Place and PPC** there are few impacts on carers highlighted.

In **Resources** there is no evidence to suggest that assessing CTS based on 77% of Council Tax liability has had a greater or lesser impact on carers. The Revoked CTB scheme provided maximised financial assistance to eligible carers. By basing the current scheme on the revoked CTB scheme we will ensure that the CTS scheme continues to offer carers the maximum support they are entitled to. In addition carers may apply for support from the CTHS scheme. As carers are often amongst those who are least likely to be able to change their financial situation, through for example increasing income via employment, they are one group to whom support under the CTHS is, where appropriate, prioritised.

## Voluntary and Community and Faith Sector

When considering the impact on the VCFS, the importance of 'social value' is recognised by the 'Best Value' guidance<sup>2</sup>, which was published by the previous Government in September 2011. This states that authorities have a duty<sup>3</sup> to consider the impact of budget reductions on VCF or other organisations that have a 'social value'. The Public Services (Social Value) Act<sup>4</sup> requires us to take social value into consideration when we commission services. In order to do this effectively we will continue to monitor the impact of changes over the next year on service changes as well as the knock on effects of reductions on other providers, and continue detailed consultation with customers and other stakeholders as specific activities are implemented.

The **Communities** portfolio is continuing to invest in Grant Aid to the local voluntary sector. Following a review in 2016 there will be no new reduction to the overall amount on Grant Aid or Lunch Clubs this year.

In **Children, Young People and Families**, Sheffield Futures is the largest contractor of youth services. We are consulting on, finalising and implementing a significant change programme for the strategic re

<sup>2</sup> <https://www.gov.uk/government/publications/best-value-statutory-guidance--4>

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

<sup>4</sup> <http://www.legislation.gov.uk/ukpga/2012/3>

## Areas and detail of impact

commissioning of youth services in 2017/18 for the next 3-5 years. Current service delivery by Sheffield Futures will be maintained to 30th September 2017, with a 10% reduction to the contract.

Through Strengthening Families, there is the potential for greater involvement and a possible greater role in long term locality based delivery for locally based voluntary, community and faith sectors, who are key partners delivering improved outcomes, who have local knowledge of the local area, and can help reach the hardest to reach sections of the community.

**In Public Health**, Central Government reductions have meant a cut to our budget of 2.6% or £865k. However we are continuing to address the root causes of ill health by supporting community groups that help people improve their health and wellbeing. These contracts are being reviewed to ensure value for money and this may result in reduced contract values for some organisations.

**In PPC** a reduction in the Equality and Fairness grants will mean fewer organisations are able to access small scale grant funding for voice and influence related activity. This could impact on the ability of some organisations to support the work of the Equality hubs, or mean that some organisations that may have previously received a grant are no longer funded (and may not receive funding from other sources). However, under the VCF review there will be longer term funding at similar levels available to organisations providing direct facilitative support to each of the Hubs, covering all 'protected' characteristics, enabling more organisational stability and more robust support for each Hub.

It is possible that the combination of cumulative budget reductions over the last few years may have the unintended effect of destabilising some organisations that the Council and communities value. We are however working to mitigate this, including by ensuring no reduction to Grant Aid this year. Therefore the impact in this area will be low this year and not disproportionate.

**In Resources** the Council provides funding to Sheffield Advice and Law Centre as well as providing other organisations with grants to support people who are living in poverty or who are at risk of poverty. The Revenues and Benefits service also has close links with this sector, particularly with advice agencies and supported housing providers. The service will continue to engage with them where appropriate to review and refine the scheme in order to ensure that it continues to be fit for purpose. By proposing to maintain the scheme in its current format and therefore not making it less generous, the Council is ensuring that during a challenging period of change for many low income households, it will provide continuity for those already claiming CTS and ensure that no additional confusion or disruption is brought about which otherwise may result in significant additional pressures being put on the Voluntary, Community and Faith sectors as customers seek advice and assistance in order to deal with changing financial circumstances.

Spending in **Public Health** is integrated throughout the Portfolios, so more detail on the use of our Public Health grant is given in the specific EIAs. There are some EIAs for the Director of Public Health Office which mainly cover internal structures and have a lower impact. Overall there will be a negative impact which reflects National government cuts in this grant. We are reviewing how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This may mean that we will save on some activities in order to reinvest in other areas which have been prioritised.

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:

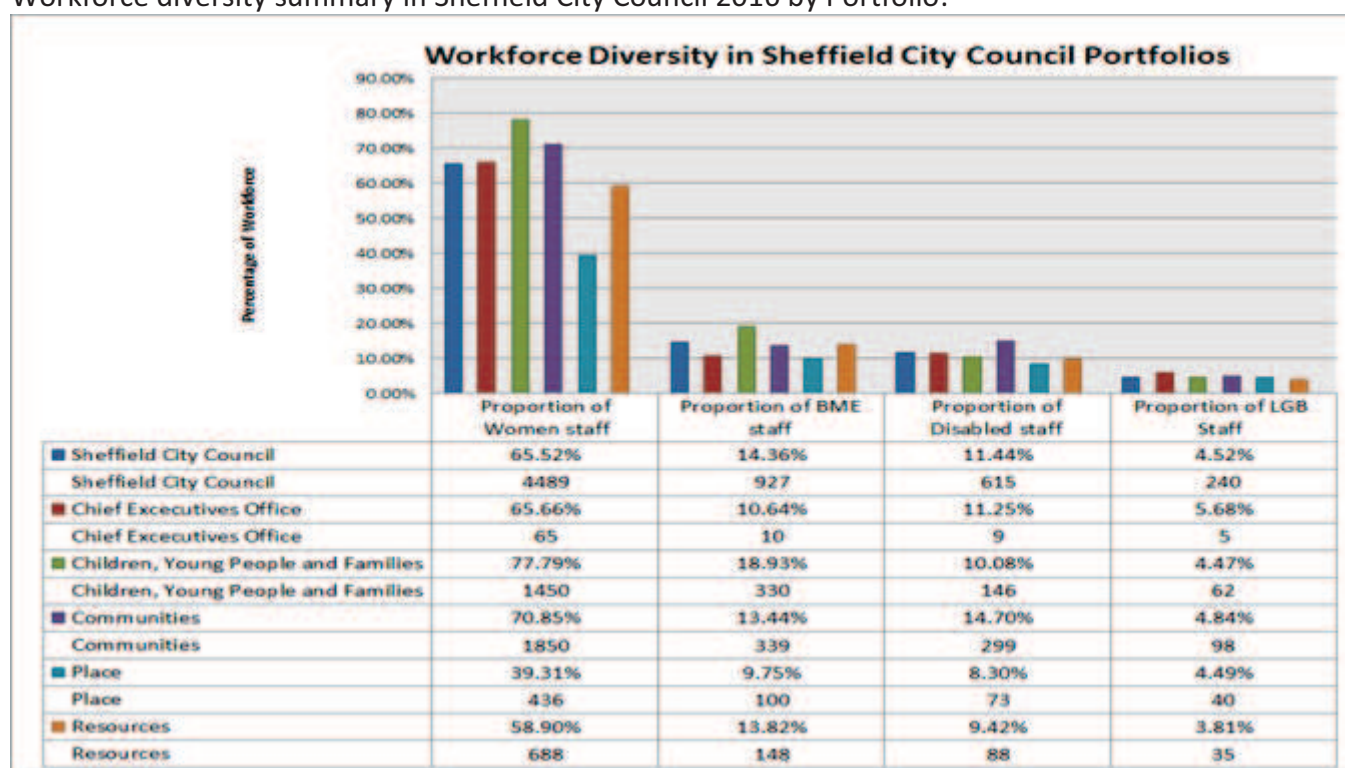
## Areas and detail of impact

- Health and wellbeing is built into all that we do
- Protect from preventable infections and environmental hazards to health
- Reduce health inequalities
- Support people to live healthier lives

Overall however as we target the households in most need there will be an inevitable impact on those who are still struggling financially but are not on the lowest incomes and who will not be eligible for targeted programmes. The biggest impact is likely to be on families with dependent children.

## Council staffing implications, including workforce diversity

Workforce diversity summary in Sheffield City Council 2016 by Portfolio.



In all Portfolios the budget proposals include savings on staffing budgets. The savings arise from proposals to manage or deliver services in a different way. In all cases we will seek to manage employee reductions through voluntary early retirement, voluntary severance and by actively supporting staff who are vulnerable to redundancy to find alternative employment. The Council has also taken measures to minimise the impact on frontline staff where possible and appropriate. Additionally we have introduced a stronger emphasis on workforce planning to ensure that our resourcing models and choices, including agency arrangements, are well planned and cost effective. Unfortunately, despite all our efforts and mitigations, there may be the need for compulsory redundancies, although this has been limited to around fifteen in the current financial year.

We have introduced and promoted employee led measures such as voluntary reductions in hours, career breaks and annual leave purchase schemes to further contribute to savings on staffing budgets and these increase in popularity each year. We are committed to continue to pay a 'Living Wage' to Council employees and to extend this to our contracted providers where possible.

## Areas and detail of impact

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 within Portfolios and across the Council, 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 proportion of men in the Place portfolio, and;
- Under-representation of disabled, BME and lesbian, gay, bisexual (LGB) people in the workforce and under-representation of women, disabled and BME staff at Chief Officer and senior levels.
- We also need to improve workforce declaration rates in some areas such as sexual orientation and disability and religion/belief which is at 70% and Trans at 64% to ensure our monitoring is as accurate as it can be.

Given the amount of internal restructuring as a result of the budget proposals, other drivers and possible staff reductions of up to a further 225 posts in 2017/18, a significant number of workforce EIAs within Portfolios have been done. The Council wide Managing Employee Reductions (MER) EIA will be completed in April 2017.

The monitoring of the Managing Employee Reductions and Voluntary Early Retirement/Voluntary Severance schemes showed no negative disproportionate impact on people who share a protected characteristic, and actually had positive impacts in line with our workforce diversity strategy (see the corporate MER EIA for full details).

We will continue to work within our current policies and procedures, which promote workforce diversity to reflect the demographics of the city. We are also working with managers, staff and trade unions to ensure the workforce is viable and appropriate to the council's future operating and service needs, with a balance of skills and experience. Workforce related Impact Assessments are periodically updated and have for example been undertaken as part of MERs including Voluntary Early Retirement (VER) and Voluntary Severance (VS), and the Pay Strategy. See the [workforce equality report](#) for full details.

## CUMULATIVE IMPACT

We have looked back at the cumulative impact of changes over the last few years to inform our decision making this year, and found that service transformation, including staff reductions and joined up services, and the prioritisation of those in most need have been the most effective ways to mitigate the negative impact of budget reductions and increased cost pressures.

The groups which are impacted across EIAs and portfolios are disabled people, older and young people, women, carers and people on low incomes. Disabled people, some women such as lone parents, pensioners, carers and young people tend to have lower incomes and some BME groups (who are more likely to be unemployed) are more likely to be cumulatively impacted. See [Community Profiles](#) for details.

Some people who previously received a service will receive a changed, reduced or no service, as we focus services on those most in need. The reduction in universal provision is likely to impact on those who are not in the greatest need, but who are struggling financially and may find it difficult to pay for

## Areas and detail of impact

alternative provision. Areas where this is likely to cause an impact are youth provision, sport, leisure and culture, and for disabled people and carers as a result of changes to care and support.

We are continuing to work with partners to be more efficient and joined up. For example, we are working with the CCG to develop a single pooled budget for Health and Social Care. We are also continuing to work across the region where appropriate to help save costs and to enable better joined up services.

There are year on year reduced subsidies on our charitable partners. However, where charges increase, whether for leisure, cultural or other services, it has the potential to increase barriers to participation for individuals and families on a low income, therefore affecting the groups above.

A further impact across a range of proposals will be the transition from one provider to another, which may include moving from one location to another. These changes have the potential for significant impact on those individuals affected by the change. We will take this into account in any changes, undertake risk assessments where necessary and provide support for users and carers.

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 there are possible staff reductions of up to a further 225 posts in 2017/18. A significant number of workforce EIAs are ongoing and a Council wide MER EIA will be completed in April 2017. Over the last few years changes to staffing have had a positive impact on workforce diversity.

It is difficult to quantify the cumulative level of impact as mitigations have been highlighted in all EIAs. External factors, such as welfare reform, are also impacting negatively on some of the same groups.

## SUMMARY

- There are over 100 EIAs on proposals and the groups most likely to be impacted negatively by individual proposals and cumulatively are disabled people, young and older people, women and individuals and families on a low income.
- Many services are continuing to comprehensively restructure services and teams and as a result we have saved money on offices and technology. Staffing levels across the council have also reduced. Last year the majority of changes were managed through voluntary severance schemes. In 2017/18 we will be reducing the workforce by approximately 225 further posts. Monitoring from the current financial year indicates that there has been no disproportionate negative impact on workforce diversity and only 15 staff were made compulsorily redundant. See workforce implications section above.
- Services will continue to look at how they collect income and how debt is recovered. We will increase charges where appropriate and continue with the work to apply costs fairly. We understand that increasing charges will impact more heavily on individuals and families struggling on a low income.
- Central Government have given local authorities the power to raise additional Council Tax to pay for the increased costs of Adult Social Care. Therefore as part of the proposed budget, it is intended to levy the Social Care precept by the 3% (52p) permitted, to offset some of the increased costs of Adult Social Care. This will help us protect those who most need our support and at risk, especially older and disabled people.
- It is clear from the respective collection rates that under the Council Tax Support (CTS) scheme



## Areas and detail of impact

some working age households have found (and will continue to find) it harder to meet their council tax liability than others.

- We have a Council Tax Support scheme at 23% despite Government cuts in these areas. However we will overall increase Council Tax by 4.99% (87p) (this includes the 3% dedicated precept to support adult social care noted above). This will enable us to continue to protect services to people in greatest need and at risk. As above, we will mitigate the impact of this by increasing the Council Tax Hardship Fund by £200k or 25% in 2017/18. Analysis of awards made under the CTHS scheme shows that well over 90% of awards have been made to working age taxpayers and 55% of all awards are made to customers in receipt of a sickness or disability benefit.
- Public Health spending is integrated throughout the Portfolios. Overall there has been a significant reduction in funding from Central Government of 2.6% (£865k) so our investment in this area has reduced. In line with what was agreed last year we are reviewing staffing and how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This means that we will save on existing activities including reducing contract and staffing costs and encouraging efficiencies in order to reinvest in other areas.
- 2015/16 saw the start of the Better Care Fund between the Council and the NHS Clinical Commissioning Group (CCG) to create a combined budget in Adult Social Care to develop joined up services. This approach aims to ensure people get the right care when and where they need it, but it will also create efficiencies in processes. It focuses on supporting people at home where possible to help increase independence and to delay access to Health and Social Care services. The Council currently receives £12.4m of funding via the NHS to meet the costs of providing adult social care. In addition, the Council has pooled its adult social care budget with that of the local CCG. The Better Care Fund is not enough to support both adult social care and the NHS to work differently. While we continue to work with our CCG partners and have a joint budget, there is still a need to deliver significant change in how services are planned, commissioned and delivered in Sheffield.
- We continue to develop and implement some our key transformative projects such as the Learning Disabilities Commissioning Project. We continue to develop accommodation that meets the differing needs of people with a learning disability, including getting much better at helping people find the accommodation that is right for them. We will support more people to live in more personalised 'supported living' accommodation, and seek to reduce the costs of residential and nursing care.
- We have considered the effect of our Adult Social Care redesign on customers. There will inevitably be an impact; however the greater focus on locality-working will provide an opportunity to meet the diverse needs within different communities across Sheffield.
- Although the proposed changes to the funding of the High Support service closely reflects current service usage, we recognise that this could impact on families who are not council tenants and will monitor the impact of this proposed change.
- When considering the impact on the VCF, the importance of 'social value' is recognised by the 'Best Value' guidance<sup>5</sup>, which was published by the Government in 2011. This states that authorities have a duty<sup>6</sup> to consider the impact of budget reductions on VCF or other organisations that have a 'social value'. The Public Services (Social Value) Act<sup>7</sup> requires us to

<sup>5</sup> <https://www.gov.uk/government/publications/best-value-statutory-guidance--4>

<sup>6</sup> The Best Value Statutory Guidance has statutory force and must therefore be taken into account in the exercise of funding decisions. It is issued under section 3(4) Local Government Act 1999 which states that, in deciding how to fulfil its Best Value duty (section 3(1) LGA 1999), local authorities have to take into account guidance issued by the Secretary of State which may cover the form, content and timing of consultations <http://www.ncvo-vol.org.uk/news/civil-society/helping-you-understand-new-best-value-guidance>

<sup>7</sup> <http://www.legislation.gov.uk/ukpga/2012/3>

## Areas and detail of impact

take social value into consideration when we commission services. In order to do this effectively we will continue to monitor the impact of changes over the next year on service changes as well as the knock on effects of reductions on other providers and continue detailed consultation with customers and other stakeholders as specific activities are implemented.

- We are continuing to invest in the Voluntary and Community Sector including through Grant Aid and Public Health albeit at reduced levels within Public Health.
- We are continuing to target resources at those who most need our support and are at risk, help people to become more independent, where possible intervene earlier and do more preventative work, get even better value for money from the services we purchase and pursue innovative approaches in service commissioning and design.
- We are continuing to develop our approach to commercialisation, including pursuing external funding where possible to help invest in innovative services such as setting up the new independent Youth Trust and continuing to develop employment schemes especially aimed at young and disabled people.
- We are continuing with restructures of Council services and are both internalising and externalising services where appropriate.
- We are continuing to get value for money from our contracts. This is with our major strategic providers but also across Portfolios such as with our housing commissioning, learning disability services, youth services and health Trusts.
- We are continuing to work regionally where appropriate to save costs but also to enable better joined up services.

The Impact Assessment also highlights some positive implications of budget proposals. Examples include improving the process of assessment and supporting planning for existing and future social care customers whilst ensuring choice and control over support to meet their eligible needs, and reshaping transport to provide services which promote independence. We will have better targeted and joined up pathways and services. Also, as we restructure services there should be clearer and more efficient ways to contact services.

Although we are confident that our budget proposals will mean services for those that most need our help and support will be prioritised, it will mean cumulatively significantly reduced universal provision such as in areas like youth services, leisure, culture and sport. This reduced universal offer may impact especially on those households not in the greatest need, but who are still struggling financially and not able to pay for alternatives. Growing inequality is likely to therefore impact on stability and cohesion, this will need further monitoring.

A list of EIAs available is attached and can be individually.

Areas and detail of impact		
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 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 to be monitored as appropriate.</p> <p>In some cases as proposals are developed further and implemented alongside consultation, some impact assessments will be revisited or updated.</p> <p>Continued focus on applying corporate priorities, the Fairness Commission Principles and the Equality and Fairness Objectives.</p> <p>Randomly sample 10% of EIAs in the year across portfolios to assess progress and effectiveness.</p>	<p>Service Managers within Portfolios as noted in EIAs.</p> <p>Performance monitoring within Portfolios - Directors of Business Strategy.</p> <p>Strategic Equality and Inclusion Board to examine in more detail the cumulative impact of the budget cuts made on Sheffield over the last 6 years.</p>
Poverty and financial exclusion	<p>Analyse, assess and monitor:</p> <ul style="list-style-type: none"> <li>• The impact and effectiveness of the Fairness Principles, and poverty proofing as part of the EIA budget process.</li> <li>• The impact of the reduction in universal provision especially in culture, leisure, sport and young people.</li> <li>• The use and impact of the Council Tax Hardship Fund.</li> </ul>	<p>The Tackling Poverty Senior Officer Group to develop further monitoring and analysis arrangements within the year which seek to assess the issues highlighted.</p>
Workforce	<p>The corporate workforce EIAs will be monitored annually.</p>	<p>Director of HR, annually at the Strategic Equality and Inclusion Board.</p>

Approved (Lead Officer): John Mothersole: February 6<sup>th</sup> 2017

Approved (EIA Lead Officer): Adele Robinson: February 6<sup>th</sup> 2017





**FULL EQUALITY IMPACT (EIA) LIST BUDGET 2016/17**

<https://www.sheffield.gov.uk/your-city-council/policy--performance/how-we-will-deliver/other-strategies-plans-and-policies/equality-and-diversity/equality-impact-assessments.html>

<b>Portfolio</b>	<b>Budget Proposal Title</b>	<b>EIA Reference Number</b>
Communities	Business Support Staff Savings.	435
Communities	Care Handling Project.	514
Communities	Learning Disabilities Commissioning.	634
Communities	Changes to our Reablement Offer.	685
Communities	Savings from changes to Criminal Justice Contract.	823
Communities	Increased income due to benefit uplift.	824
Communities	Commissioning Staff Savings.	840
Communities	Libraries and Community Services Staff Savings.	840
Communities	PIPS Staff Savings.	925
Communities	Local Assistance Scheme Review Project.	963
Communities	LD Provider Service Savings.	975
Communities	Reduction in residential rehabilitation support.	976
Communities	Support for People with Dementia.	1002
Communities	Reducing the rate of Older People's admissions to Care Homes.	1034
Communities	Redesigning Care and Support.	1068
Communities	Increase in Library Fines.	1087
Communities	Temporary Reduction to Library and Community Services Budget.	1087
Communities	Changes to our Housing-Related Support Offer (1).	1091
Communities	Changes to our Housing-Related Support Offer (2).	1091
Communities	Review of LD Community Arrangements.	1118
Communities	Savings to Community Equipment Budget.	1121
Communities	Improved Debt Collection.	1124
Communities	Adult Social Care First Contact.	1127
Communities	Adult Social Care Low Cost Package Reviews.	1134
Communities	Review of Housing Service Funding.	1157
Communities	Contributions to Care.	1176
Communities	Integrated Mental Health Plan.	1184
Communities	High Support Service funding.	1186
Communities	Full Year Effect of 16/17 Recovery Plan Savings.	1187
Communities	Managing the pressure in the Community Support Worker Service.	1189

<b>Portfolio</b>	<b>Budget Proposal Title</b>	<b>EIA Reference Number</b>
Communities	Changes to our Housing-Related Support Offer (3).	1155, 1091 & 1074
CYPF	Sexual Health Sheffield Service Re-design.	267
CYPF	0-19 Healthy Child Programme Re-design.	812
CYPF	Investing in Youth.	1015
CYPF	To cover residual costs from activity where grant funding has ceased.	1022
CYPF	Reduction in service running costs - savings across Lifelong Learning.	1023
CYPF	Skills Hub - initial phase.	1024
CYPF	100 Apprenticeship Scheme (LLSC).	1026
CYPF	Skills Hub - initial phase.	1027
CYPF	Fostering Allowances.	1056
CYPF	National Minimum Wage - renegotiation of contracts to ensure providers absorb costs.	1058
CYPF	Successful Families Grant.	1059
CYPF	Adoption Inter-agency grant.	1060
CYPF	Business Strategy SEN Reform Grant.	1100
CYPF	Travel Training Grant.	1102
CYPF	Bus pass concessionary fares.	1103
CYPF	Completion of E-Learning programme (BSF Funded).	1105
CYPF	Reduction in Business Strategy running costs across the service.	1111
CYPF	Reduction in Inclusion and Learning Services (ILS) running costs.	1111
CYPF	Reduction in LLSC running costs across the service.	1111
CYPF	Apprenticeship Levy.	1112
CYPF	Strengthening Families 5-year change programme.	1154
Place	ITA Levy.	362
Place	Business Like Place Programme.	638
Place	Sports Trusts.	756
Place	Waste Contract Review.	969
Place	Parks & Countryside - reduced management and support staff.	1039
Place	Bereavement Services - match prices in Rotherham.	1041
Place	Reduce Ranger Service.	1042
Place	Switch Parks project officers to trading account and charge costs.	1043

<b>Portfolio</b>	<b>Budget Proposal Title</b>	<b>EIA Reference Number</b>
Place	Partnership Funding of Off the Shelf Events.	1045
Place	CCTV - reduce off peak monitoring 6am - 12 from 2 members of staff to 1 (half year saving shown).	1046
Place	Places for People contract payment for Graves, Thorncliffe and Wisewood.	1051
Place	No grant funding to Showroom.	1052
Place	Reduced grant to Sheffield Industrial Museums.	1053
Place	Activity Sheffield - close the service and switch Public Health funding to parks.	1090
Place	Public Health MER/Achieving Change.	1114
Place	Reduction of markets maintenance team.	1123
Place	Re-commissioning of Smoking Contract.	1132
Place	Sustained Improvement (Waste).	1160
Place	Sustained Improvement (Creative Sheffield).	1161
Place	Sustained Improvement (Parks).	1162
Place	Sustained Improvement (Streets Ahead).	1163
Place	Sustained Improvement (Planning & TTAPS).	1164
Resources	Democratic Services Staff Savings.	972
Resources	Reduce Members allowance budget by 3%.	978
Resources	Cancel DX document courier service.	979
Resources	Cancel subscription to the Star newspaper.	980
Resources	Reduce transport costs.	981
Resources	Generate additional legal income.	983
Resources	Full year effect of Replacement Finance System.	984
Resources	Reduction in Corporate Pension Costs.	985
Resources	Reduced Specification of Grounds Maintenance.	986
Resources	Increase charges for traded services to schools.	987
Resources	Reduce premises insurance costs (due to lower costs).	988
Resources	Transport & FM Staff Saving.	989
Resources	Efficiency savings from Kier insourcing.	990
Resources	Lease Burngreave Vestry Hall.	993
Resources	Finance and Commercial Vacancy Management & Supplies.	994
Resources	Finance and Commercial Services Leadership Team Savings.	994
Resources	HR Staff Savings.	1008
Resources	Learning and Development Service restructure.	1010

<b>Portfolio</b>	<b>Budget Proposal Title</b>	<b>EIA Reference Number</b>
Resources	Business Support Vacancy Management.	1011
Resources	Customer Service staffing reductions.	1086
Resources	BCIS Staff Savings.	1088
Resources	Resources Additional 2% Savings.	1097
PPC	Reduce PPC supplies and services budget.	995
PPC	Reduce Equality Hub grants to mitigate loss of income from Fairness Commission.	991
PPC	On-line Communications Ordering.	1012
PPC	Elections and registration print and postage costs.	1021

Term	Definition
<b>Abbreviations</b>	The symbol 'k' following a figure represents £thousand. The symbol 'm' following a figure represents £million. The symbol 'bn' following a figure represents £billion.
<b>Capital Expenditure</b>	Expenditure that is incurred to acquire, create or add value to a non-current asset.
<b>Capital Financing Requirement</b>	It measures an authority's underlying need to borrow or finance by other long-term liabilities for a capital purpose.  It represents the amount of capital expenditure that has not yet been resourced absolutely, whether at the point of spend or over the longer term. Alternatively, it means capital expenditure incurred but not yet paid for.
<b>Capital Receipts</b>	The proceeds from the sale of capital assets which, subject to various limitations (e.g. Pooling Arrangements introduced in the Local Government Act 2003) can be used to finance capital expenditure, invested, or to repay outstanding debt on assets originally financed through borrowing.
<b>Collection Fund</b>	A fund administered by the Council recording receipts from Council Tax, National Non-Domestic Rates and payments to the General Fund. All billing authorities (including the Council), are required by law to estimate the year-end balanced on the Collection Fund by 15 January, taking account of various factors, including reliefs and discounts awarded to date, payments received to date, the likely level of arrears and provision for bad debts. Any estimated surplus on the Fund must be distributed to the billing authority (the Council) and all major precepting authorities (Police, Fire and DCLG) in the following financial year. Conversely, any estimated deficit on the Fund must be reclaimed from the aforementioned parties.
<b>Contingency</b>	A condition which exists at the Balance Sheet date, where the outcome will be confirmed only on the occurrence of one or more uncertain future events not wholly within the Council's control.
<b>Council Tax</b>	A banded property tax that is levied on domestic properties. The banding is based on assessed property values at 1 April 1991, and ranges from Band A to Band H. Around 60% of domestic properties in Sheffield fall into Band A.  Band D has historically been used as the standard for

	comparing council tax levels between and across local authorities, as this measure is not affected by the varying distribution of properties in bands that can be found across authorities.
<b>Council Tax Freeze Grant</b>	Grant funding provided by national government to support councils that freeze their Council Tax charges. The grant scheme is open to all billing and major precepting authorities, 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.
<b>Council Tax Support</b>	Support given by local authorities to low income households as a discount on the amount of Council Tax they have to pay, often to nothing. Each local authority is responsible for devising its own scheme designed to protect the vulnerable. CTS replaced the nationally administered Council Tax Benefit.
<b>Credit Risk</b>	The possibility that one party to a financial instrument will fail to meet their contractual obligations, causing a loss to the other party.
<b>DCLG</b>	Department for Communities & Local Government
<b>Designated Areas</b>	These are specific parts of the city referred to as the New Development Deal and Enterprise Zone. They are significant because any growth in business rates above the “baseline” established in 2013/14 can be retained in full locally, rather than half being repaid to Government.
<b>Equality Impact Assessment (EIA)</b>	A process designed to ensure that a policy, project or scheme does not discriminate against people who are categorised as being disadvantaged or vulnerable within society.
<b>General Fund</b>	The total services of the Council except for the Housing Revenue Account and the Collection Fund, the net cost of which is met by Council Tax, Government grants and National non-domestic rates.
<b>Hereditament</b>	A non-domestic property occupied by a business that is liable for business rates.
<b>HR1</b>	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.

<b>Least risk basis calculation</b>	The relevant discount rate used for valuing the present value of liabilities is consistent with that used under the most recent valuation but removing the allowance for asset out-performance. In addition, the basis contains a full allowance for the market implied rate of inflation.
<b>Minimum Revenue Provision (MRP)</b>	The minimum amount which must be charged to an Authority's revenue account each year and set aside as provision for credit liabilities, as required by the Local Government and Housing Act 1989.
<b>National Non-Domestic Rates (NNDR)</b>	These are often referred to as Business Rates, and are a levy on business properties based on a national rate in the pound applied to the 'rateable value' of the property. The Government determines the national rate multiplier and the Valuation Office Agency determine the rateable value of each business property. Business Rates are collected by the Local Authority and paid into their collection fund, this amount is then distributed 49% to the Local Authorities general fund, 1% to the South Yorkshire Fire and Rescue Authority and 50% to Central Government. The Central Government share is then redistributed nationally, partly back to Local Authorities through Revenue Support Grant.
<b>LAC</b>	Looked After Children
<b>Precepts</b>	The amount levied by another body such as the South Yorkshire Police Authority that is collected by the Council on their behalf.
<b>Private Finance Initiative (PFI)</b>	A contract in which the private sector is responsible for supplying services that are linked to the provision of a major asset and which traditionally have been provided by the Council. The Council will pay for the provision of this service, which is linked to availability, performance and levels of usage.
<b>Provisions</b>	Amounts charged to revenue during the year for costs with uncertain timing, though a reliable estimate of the cost involved can be made.
<b>Public Works Loan Board (PWLB)</b>	A government agency, which provides loans to authorities at favourable rates.
<b>Remuneration</b>	All sums paid to or receivable by an employee and sums due by way of expenses allowances (as far as those sums are chargeable to UK income tax) and the money value of any other benefits received other than in cash. Pension contributions payable by either employer or employee are excluded.



<b>Reserves</b>	Result from events that have allowed monies to be set aside, surpluses, decisions causing anticipated expenditure to have been postponed or cancelled, or by capital accounting arrangements.
<b>Revenue Expenditure</b>	Expenditure incurred on the day-to-day running of the Council, for example, staffing costs, supplies and transport.
<b>Revenue Support Grant (RSG)</b>	This is a Government grant paid to the Council to finance the Council's general expenditure. It is based on the Government's assessment of how much a Council needs to spend in order to provide a standard level of service.
<b>Specific Government Grants</b>	These are designed to aid particular services and may be revenue or capital in nature. They typically have specified conditions attached to them such that they may only be used to fund expenditure which is incurred in pursuit of defined objectives.
<b>Spending power</b>	<p>DCLG measures the impact of government funding reductions against local authorities' combined income from both government funding and council tax. This combined measure of income is called revenue spending power.</p> <p>NB: in a press release from the Chartered Institute of Public Finance &amp; Accountancy (CIPFA) following the Local Government Finance Settlement, CIPFA made the following notable comment:  <i>"CIPFA's measure of funding used in this analysis is "unfenced spending power". This is funding that councils have available to meet their priorities and fund existing staff and commitments and which is not already ring-fenced for other use. This includes Revenue Support Grant (RSG), retained business rates, council tax and a number of special grants that authorities are free to spend as they wish. In contrast DCLG's measure also includes Public Health Grant (which can only be spent on public health matters) and the Better Care Fund (which is largely NHS money or budgets that local authorities have pooled with the NHS, and can only be spent on priorities agreed with local NHS managers)."</i></p>
<b>Under-borrowed</b>	The Council's use of its own cash surpluses rather than external debt, resulting in a level of external debt below the authorised limit.
<b>Unsupported (Prudential) Borrowing</b>	Borrowing for which no financial support is provided by Central Government. The borrowing costs are to be met from current revenue budgets.
<b>VCF</b>	Voluntary and Community Sector



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