

# BUDGET REPORT 2013/14

## CONTENTS

<b>Section Detail</b>	<b>Page Number</b>
Purpose of the Report	1
Budget Consultation	1
Medium Term Financial Strategy	3
Autumn Statement	5
Local Government Finance Settlement	6
Business Rates income	11
Council Tax income	15
Business Planning for 2013/14	19
Formulation of the Budget for 2013/14	20
Savings Proposals for 2013/14	25
Revenue Budget position for 2012/13	26
Balances and Reserves	27
Levies	27
Portfolio Revenue Spending Plans for 2013/14	28
Financing the 2013/14 Budget Requirement	51
Precepts	54
Legal Advice	54
The Outlook for 2014/15 and Beyond	56
Treasury Management Strategy	57
Financial Implications	58
Workforce Impact	58
Equality Impact Assessment	58

Recommendations	70
Appendix 1 – Portfolio Pressures	
Appendix 2 – Portfolio Budget Implementation Plans Appendix 2a: CYPF Appendix 2b: Communities Appendix 2c: Place Appendix 2d: Deputy Chief Executive Appendix 2e: Resources	
Appendix 3 – Summary Budget for 2013/14	To be included in report to Council
Appendix 4 – Reserves Strategy	
Appendix 5 – Risk Register	
Appendix 6 – Council Tax determinations	To be included in report to Council
Appendix 7 – Treasury Management and Annual Investment Strategy, including The Prudential Code and Prudential Indicators	
Appendix 8 – Pay Policy for 2013/14	To be included in report to Council
Appendix 9 – Equality Impact Assessments	

# **2013/14 REVENUE BUDGET**

## **REPORT OF THE CHIEF EXECUTIVE AND THE EXECUTIVE DIRECTOR, RESOURCES**

### **Purpose of the Report**

1. The purpose of this report is to:
  - provide information on the latest position on the 2012/13 revenue budget;
  - provide details of the Local Government Finance Settlement for 2013/14;
  - to approve the City Council's revenue expenditure for 2013/14, including the position on reserves and balances;
  - to approve a 2013/14 Council Tax for the City Council; and
  - note the levies and precepts made on the City Council by other authorities.

### **Budget Consultation**

2. As part of the development of options for the 2013/14 budget, officers have undertaken a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by people who may be affected by decisions taken as part of the budget, and to ensure that they have had an opportunity to put forward other ideas for consideration.
3. Consultation on the 2013/14 budget has been particularly challenging this year because of the late announcement of the grant settlement from Government, which was announced just before Christmas, severely restricting the amount of time available for consultation. Additionally, the scale of the cuts facing the Council and the complexity of the proposals put forward to meet this have also meant that consultation has been more difficult than in previous years.
4. Notwithstanding this, our approach to budget consultation has two main elements. The first is high level corporate consultation activity on the broad shape and objectives of the budget. The budget priorities were heavily shaped by consultation activity undertaken over the past twelve months, starting with the outcomes of the response to the 2011 Leader's letter to every household in

the city, and set out in the 2012/13 Budget Report. This showed that the public supported our priorities of protecting those who most need our help and support (including education and social care services), and that they thought that the back office should make larger savings if it helped to protect front line services. It also showed that the public highly value many of the Council's other services - including our cultural services - but that people recognised that these could not be prioritised above services that support the most vulnerable. These consultation findings from last year were built on through a range of other activity over the intervening twelve months - both budget and non-budget related - including consultation on the Health and Wellbeing Strategy, libraries, early years and engagement with the voluntary, community and faith sector. In the main, these have reinforced the key priorities identified last year.

5. Therefore our approach to the budget has been heavily influenced by the findings of this corporate consultation activity. We have protected spend, in relative terms, on outcomes such as Better Health and Wellbeing, and Tackling Poverty and Increasing Social Justice, which make a large contribution towards protecting those who most need our help and support. Other outcome areas, such as making Sheffield a Great Place to Live, have therefore been asked to make bigger reductions.
6. The second element of consultation activity that has informed our approach to this budget is service-specific. Each portfolio and service, in drawing up its proposals, has undertaken consultation activity on those options, within the overall context suggested by the corporate consultation, and reflecting the additional budget pressures that have arisen over the last 12 months. This consultation activity has taken many forms, depending both on the nature of the proposal and which service users and communities are likely to be affected.
7. In general terms, proposals that were assessed as having a higher impact were subject to more detailed consultation. The precise nature of the consultation activity was different in each case, ranging from public meetings (e.g. on some of the changes affecting the VCS or proposals that might affect Stocksbridge), to individual discussions with providers, to surveys, questionnaires and events to obtain the views of service users. We also published on the Council website (at [www.sheffield.gov.uk/budget](http://www.sheffield.gov.uk/budget)) broad overviews of a number of proposals that may impact on the community as a whole and invited feedback. This feedback will also be published on the Council's website.
8. Examples of specific consultation work includes:

- Public meeting held in Stocksbridge on the 21 January 2013 to discuss a range of proposals affecting the town
  - Written consultation on the impact of reductions in grant aid with voluntary sector organisations
  - Survey based consultation with members of the public and partners on the future of Community Assemblies
  - Consultation with individual provider organisations in relation to reductions in subsidy for sports and leisure facilities
  - Consultation with the public and service users on the new Council Tax Support scheme
9. All the results of consultation activity will be taken into account when making individual decisions on the proposals. In some cases this consultation activity is not yet complete (e.g. on libraries), and therefore firm proposals will be subject to further decision making in line with the Council's usual governance processes.
10. This means that the proposals included within the budget report will remain as proposals until consultation activity is completed and final decisions are taken by Members. These final decisions will, however, be taken within the context of the overall service budget to be agreed by Council, which have been shaped by consultation on our priorities. All consultation reports will be made available on the Council's website when ready, and all Councillors taking decisions will have sight of these before decisions on specific proposals are taken.

## **Medium Term Financial Strategy**

11. Cabinet on 17 October 2012 considered a report of the Executive Director, Resources entitled Medium Term Financial Strategy 2013/14 to 2017/18. This report provided an update of the Council's Medium Term Financial Strategy (MTFS) to reflect the budget decision of the Council for 2012/13 and the potential impact of the Government's plans for deficit reduction. This report set the planning scenario for the medium term.
12. The October 2010 Comprehensive Spending Review (CSR) and the 2011 Autumn Statement set out planned reductions in local government spending up to 2017. The headline message from CSR was that funding for local government would fall by an average of 7% per annum. However the dip in economic growth provided the potential for much more significant reductions

particularly as the Government had already indicated that many specific grants were to be rolled up into Formula Funding from April 2013: the last time this happened was in 2011/12 and resulted in a 12% reduction in funding.

13. The MTFs highlighted the additional uncertainties that were presented by the introduction of some of the most significant changes in local government finance for decades: namely the retention of business rates by local authorities and the localisation of Council Tax Support. The complexity and lack of clarity relating to these arrangements, aspects of which were still open to consultation at the time of the MTFs, introduced a high level of uncertainty into financial planning.
14. To provide an indication of the potential impact of the funding changes in local government, the Department for Communities and Local Government (DCLG) issued illustrative figures to local authorities. These suggested that Sheffield City Council could lose up to £40m (or 13%) of funding in 2013/14 compared to 2012/13. The most significant changes were as a result of the following:
  - Changes in the formula funding allocation to Sheffield were likely to amount to £24m. This reflected the CSR reductions in local government funding. Further changes to this were likely due to the issues referred to below.
  - The Government intends to introduce new arrangements for the funding of schools that become academies. This involves a reduction in funding to local authorities (LACSEG) (£10m for Sheffield) and the introduction of a new specific grant to reflect the cost of education support services. This new grant is to be allocated on a pupil number basis to both academies and local authorities. Although the precise amounts were unknown, the MTFs assumed an overall net loss to Sheffield City Council of £4.3m in 2013/14
  - One of the specific grants that would be rolled up into Formula Funding was Early Intervention Grant (EIG). In 2012/13 this amounted to £25m and supported services in Children Young People and Families. The level of funding in 2013/14 was expected to fall by £7m and the remaining £18m would be included in the overall level of financial support to the Council, having implications for those services that were dependent on EIG.
  - The Council accepted the Government's offer of a Council Tax Freeze Grant in 2012/13 by keeping the Council Tax at the same level as in

2011/12. However this grant was for one year only and the MTFS assumed the loss of this grant in 2013/14.

15. In addition to these funding reductions of up to £40m, the Council faced additional corporate expenditure of up to £10m. This included funding for redundancy/severance costs of £7m, provisions for debt charges (the costs of borrowing to finance capital expenditure) of £2m and additional pensions costs of £1m. There was also the issue of rising costs faced by Portfolios due to variations in inflation and levels of demand, particularly in social care services. It was recognised that these “pressures” could add up to £20m to annual expenditure levels. However it was decided that, because of the nature of the austerity budget financial settlements for local government, there would be insufficient resources to meet such pressures and therefore Services/Portfolios would be required to manage these from within existing resources by identifying offsetting compensating savings of equal value.
16. The overall forecast picture for Sheffield City Council was for a potential shortfall of up to £50m in 2013/14 rising to a cumulative shortfall of £116m by 2017/18, not including Portfolio cost/demand pressures. It was recognised that with the uncertainties surrounding future financial settlements, compounded by the complexities of the changed funding arrangements, these forecasts represented a “worse case scenario”. However they represented the most reliable basis for financial planning and hence Services/Portfolios were required to plan on the basis of reductions of this magnitude.

## **Autumn Statement 2012**

17. The Chancellor delivered his Autumn Statement to Parliament on 5 December 2012. This extended the period of austerity to 2017/18 following the downward revision of economic growth forecasts by the Office for Budget Responsibility. This has resulted in further reductions to Government department budgets of 1% in 2013/14 and 2% in 2014/15.
18. Local Government is to be exempt from the reductions in 2013/14 as “local authority budgets have already been reduced by a comparable amount through the decision to allow local authorities to hold council tax down in that year”. Local Government will however be subject to the reduction in 2014/15.
19. Details of departmental spending limits for 2015/16 and beyond will be announced in the next Spending Review which is expected “in the first half of 2013”. In view of the extended period of austerity, it is possible that reductions

in local government spending will be of a similar scale to those currently experienced.

## **Local Government Finance Settlement**

20. The Government announced details of the Provisional Local Government Finance Settlement for 2012/13 on 19 December 2012. The Settlement is for a two year period covering the 2013/14 and 2014/15 financial years.
21. The period from April 2013 will see the introduction of significant changes to local government finance and the Finance Settlement reflects these changes:
  - The retention of 50% of business rates by local authorities. This replaces the current scheme whereby all business rate income is paid over to Government who then redistribute this to local authorities as support for Council expenditure. Under the new arrangements, the Government has estimated each local authority's 50% share of business rate income and then adjusted this via a system of top up grants or tariffs to arrive at a Business Rates Baseline for each local authority.

There will then be a Revenue Support Grant allocation which will bring each local authority to a level of funding that is referred to as "Start Up Funding Assessment" (SUFA). This 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.

- The abolition of Council Tax Benefits and the introduction of a localised council tax support scheme. This has resulted in the abolition of Council Tax Benefit Subsidy and its replacement by financial support that is included in the Start Up Funding Assessment. This new localised support scheme also involves adjustments to the council tax base and impacts on the ability to generate additional income through council tax increases.

### Start Up Funding Assessment (SUFA)

22. The total amount that is allocated to each local authority as SUFA has two component parts:
  - A formula funding allocation that is based on complex formulae to reflect the relative needs and resources of local authorities. This formula involves data sets that include 2011 based population projections and council tax projections. A floor damping mechanism exists to limit the



impact that movements in data and formulae have on individual authorities.

- Grants that are to be transferred into funding allocations from April 2013. These are amounts that were previously allocated as Specific Grants and which the Government announced in May 2012 would form part of the funding allocations. This change was being introduced in order to provide the facility for the Government to make the overall CSR reductions in local government funding.
23. The total amount of SUFA for Sheffield via the formula amounts to £242.8m for 2013/14. This is a reduction of £22.9m compared to the formula allocation of £265.7m for 2012/13. This includes the removal of the Central Education Services within Local Authority Central Spend Equivalent Grant (LACSEG), which will now be administered and distributed as a separate unringfenced grant to local authorities and to academies from April 2013. This top slicing amounts to £10.1m for Sheffield.
24. The total amount of former specific grant to be included in SUFA amounts to £37.8m: a reduction of £2.3m compared to the specific grant allocations for 2012/13. The largest variation relates to Early Intervention Grant (EIG) which is £7.4m less than the specific grant received in 2012/13. The 2013/14 SUFA also includes £35.9m of funding for the new Council Tax Support Scheme (CTSS). This is £10.4m less than Sheffield received in 2012/13 to support its predecessor the Council Tax Benefit Scheme. However some of this funding in 2012/13 related to the Police and Fire Authorities: the net reduction for Sheffield is about £4.6m. The impact of this reduction is being managed through CTSS which was approved by Council on 23 January 2013. If this reduction were not to be managed through CTSS it would increase the funding gap to almost £30m and would require additional savings proposals to those contained in this report.
25. A breakdown of Start Up Funding position for Sheffield in 2013/14 is shown in the table below. Compared to the funding available in 2012/13 it represents a reduction in funding for Council services of £25m. If the reduction in funding for CTSS were to be included, this increases the funding gap to about £30.5m and would require additional savings proposals to those contained in this report. However this extra £5.5m grant loss has been covered by the CTSS and changes to the level of discounts approved by Council on 23 January,

	2012/13	2013/14	Change from 2012/13
	£000	£000	£000
Formula Funding allocation	265,732	242,789	-22,943
Grants included in funding allocation:			
Council Tax Freeze Grant 2011/12	0	4,919	4,919
Early Intervention Grant	25,191	17,776	-7,415
Homelessness	680	517	-163
Lead Authority Flood	221	135	-86
Learning Disability & Health Reform	14,126	14,513	387
Funding before Council Tax Support	<u>305,950</u>	<u>280,649</u>	<u>-25,301</u>
Council Tax Support Funding		35,933	
Council Tax Benefit Subsidy	46,411		
Total funding/Start Up Funding Assessment	<u>352,361</u>	<u>316,582</u>	

26. Having arrived at a SUFA for Sheffield of £316.582m for 2013/14, the allocation of this funding to the City Council is through the share of estimated business rates and Revenue Support Grant. In 2012/13 the City Council received £265.732m of funding including the amount financed by Redistributed National Non Domestic Rates. From April 2013, the Government has established each local authority's Business Rates Baseline Funding position which represents the estimated local share (50%) of business rates together with either a top up grant or a tariff to bring each local authority to its share of the national Estimated Business Rates Aggregate.

27. For Sheffield the Business Rates Baseline Funding amounts to £126.5m including top up grant of £27.8m. The Revenue Support Grant (RSG) allocation amounts to £190.1m. This includes the Council Tax Support funding and the rolling up of specific grants into RSG, as referred to earlier.

	2012/13	2013/14
	£000	£000
Business Rates Baseline Funding		
NNDR/Business Rates Baseline	260,679	98,672
Top Up Grant		<u>27,802</u>
	<u>260,679</u>	<u>126,474</u>
Revenue Support Grant	5,053	190,108
Formula Grant/Start Up Funding Assessment	<u>265,732</u>	<u>316,582</u>

28. Although the SUFA for 2013/14 at £316.5m is higher than the Formula Grant funding of £265.7m for 2012/13, this is due to the inclusion of funding previously provided through specific grants and because of the inclusion of £36m of funding for the Council Tax Support scheme in 2013/14 that was previously provided as Council Tax Benefit Subsidy: the table below paragraph 25 has full details.

#### Specific Grants

29. The overall impact of the Local Government Finance Settlement will include variations in the level of specific grants that will be allocated to the City Council. Although the majority of funding is now allocated through the Formula Funding process, there remain a number of Specific Grants from Government in support of service delivery costs. The table below shows the Grants that the Council will receive in 2013/14 compared to 2012/13.

<b>Movements on Specific Grant</b>	2012/13 £000	2013/14 £000	Variation £000
Council Tax Freeze Grant 2012/13	4,931	0	-4,931
Grant for Education support services	0	6,820	6,820
NHS funding for social care	7,280	9,683	2,403
CTB Admin Support Grant	4,543	4,143	-400
Specific Grant allocations	<u>16,754</u>	<u>20,646</u>	<u>3,892</u>

30. There are estimated variations in specific grant allocations, as follows:
- Council Tax Freeze Grant for 2012/13: the City Council accepted the Grant for 2012/13 by keeping Council Tax at the level for 2011/12. However this grant is for one year only.
  - Grant for Education Support Services: this is a new grant to be introduced from April 2013 to provide funding for support services to Schools and replaces the LACSEG funding that has been removed from RSG. This “top slice” for Sheffield amounted to £10.1m. The new Grant will be calculated on a per pupil basis in two components: (i) an amount of £15 per pupil for the statutory duties that do not transfer to academies, and (ii) an amount of £116 per pupil in mainstream settings, with extra weighting given for pupils in maintained special schools and pupil referral units. It is estimated that this Education Services Grant will amount to £6.8m for Sheffield in 2013/14. This is based on our assumptions about the transfer rate of schools to academies and the remaining numbers of pupils in

maintained schools. The actual amount to be received will not be announced by the Department for Education until “early 2013”.

- NHS funding for social care: This is a continuation of the Department of Health grant, (first introduced 2011/12), which is to be used to support adult social care services in each local authority, which also has a health benefit. The transfer of funding to the local authority is conditional upon the authority agreeing with its local health partners how the funding is best used within social care, and the outcomes expected from this investment. The amount allocated in 2012/13 was £7.3m and is expected to increase by £2.4m to £9.7m in 2013/14.
  - Council Tax Administration Support: with the abolition of the Council Tax Benefit from April 2013 responsibility for the provision of financial support for administration costs of the replacement (the localised Council Tax Support Scheme) has transferred from the Department for Work and Pensions to the Department for Communities and Local Government. The DCLG have provided details of the administration subsidy distribution and this represents a reduction of £0.4m for Sheffield in 2013/14.
31. The position above does not include Dedicated Schools Grant (DSG) the majority of which is “passported” to schools. The Council received £342.4m of DSG in 2012/13 and this is expected to increase in 2013/14. Final allocations to local authorities have not been determined and will not be confirmed until June 2013.
32. The figures above also do not include New Homes Bonus (NHB). The NHB was introduced in 2011 as an incentive for local authorities to build new homes and bring back into use those which have been unoccupied for more than six months. The NHB allocation has increased from £3.375m in 2012/13 to £4.595m in 2013/14: an increase of £1.22m. This variation is not included in the assessment of the revenue budget position as the City Council has decided to use NHB to create the Local Growth Fund (LGF). LGF is used to fund projects which help make sites available to developers to encourage new housing developments or bring long term empty properties back into use. The LGF is used mainly on capital projects but some projects are used to enhance services normally funded through the revenue budget. LGF projects are approved on a case by case basis and for a specific time period.

## Public Health

33. The Public Health White Paper, "*Healthy Lives, Healthy People: Our strategy for public health in England*" set out the vision for a reformed public health system in England. The Health and Social Care Act 2012 transfers substantial health improvement duties to local authorities from 2013/14.
34. Local authorities have been given a ring-fenced public health grant, which takes 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 allocations were announced on 10 January, and the allocation for Sheffield is £29.665m in 2013/14, rising to £30.748m in 2014/15.
35. The outcomes expected of the public health grant are:
  - Improve significantly the health and wellbeing of local populations
  - Carry out health protection functions delegated from the Secretary of State
  - Reduce health inequalities across the life course, including within hard to reach groups
  - Ensure the provision of population healthcare advice.
36. Officers are working through the detail of the final allocation and reviewing the current contracts and commitments transferring to the Council so ensure that best use is made of this grant so as to deliver the outcomes as identified above with an aim to broaden the use of public health funding across further activities. Additional activity at a minimum of £3.4m has been targeted from public health funding. .

## **Business Rates income**

37. With the introduction of the new funding arrangements from April 2013 a significant proportion of the Council's income will come from the 50% of retained business rate income. The financial position of the Council will now be substantially dependent on its ability to raise and collect the expected level of business rates.

38. In arriving at the estimated 50% share of business rates – included in the business rates baseline – the Government has used the average of business rates collected for 2010/11 and 2011/12 and has also assumed a level of growth. It is not clear how the Government has arrived at this latter assumption.
39. The Local Government Finance Settlement sets out the Government's estimate of the amount of business rates to be collected nationally: this is termed the Estimated Business Rates Aggregate (EBRA) and has been set at £21.8 billion for 2013/14. Using the amounts collected in the last two years, it is expected that Sheffield will collect 0.923% (the "proportionate share") of EBRA which gives an estimated total amount to be collected of £201.4m in business rates.
40. Taking the 50% share gives a "billing authority" baseline figure of £100.656m for 2013/14. After the amount attributable to the SY Fire Authority, the amount estimated to be retained by the City Council is £98.672m. The average business rates income that Sheffield has collected over the last two years, net of losses, amounts to £188.4m. After allowing for the amount attributable to the SY Fire Authority, the local share of this is £92.3m: this is £6.4m less than the Government's estimate of Sheffield's local share in 2013/14.
41. However, using a Government return (the NNDR1) as its starting point, the Council will be required to provide its own estimate of how much business rate income it will collect and therefore how much it will rely upon in setting the budget for 2013/14. 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 2013/14 that will be based on experience of recent years and the use of the most up to date information available. It should be noted that 49% of the estimated net amount of business rate income will be retained by the Council with 1% being paid to the SY Fire Authority and 50% to Government.
42. As at 30 September 2012 it is estimated that the number of business premises in Sheffield that are liable for business rates is 17,356 with an aggregate rateable value of £531.455m. Based on the current rating multiplier (the "rate poundage") this produces a gross business rate estimated income (the "Gross Rate Yield") of £245.5m. 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 £33m in 2013/14.
  - Losses and costs of collection: this includes an estimate of the bad and doubtful debts in 2013/14, the potential legal and other recovery costs. Using the assumptions set out in Government guidance about this, the estimated figure is £3.3m.
43. A further deduction is required relating to refunds of business rates due to successful appeals. Business Ratepayers can seek an alteration to the rateable value of a property by appealing to the Valuation Office Agency (VOA). However because of the large volume of appeals decisions by the VOA can take several years. It is difficult to arrive at a reliable estimate of the potential refunds due on outstanding appeals in addition to any new ones that may be lodged. Based on data provided by VOA in September 2012 the number of Sheffield outstanding appeals include 317 in respect of the 2005 rating list and 1,510 in respect of the 2010 rating list.
44. A key issue relates to the way in which the Council will be required to account for losses due to successful appeals. The DCLG have always accounted for appeals on a cash basis: i.e. within the year in which the payments have been made. Under the new arrangements local authorities will need to account for losses on appeals on an accruals basis: i.e. the Council will need to make provision for its 49% share of the potential historic costs of non collection and refunds due to appeals. As 2013/14 is the first year of the new schemes operation, it will be this year where the greatest impact will be felt as the accrual basis figure will be higher than the cash basis figure.
45. Based on information relating to the level of outstanding appeals, assumptions about the likely level of “success” for the claimant and potential further claims lodged in 2013/14, a realistic estimate of the accrued appeals position is £14.8m. This is a sizeable figure and one that will largely be one off in nature, with adjustments against that figure being made in later years. However it is a consequence of the risks associated with the rates retentions scheme.

Overall Business Rates estimate for 2013/14

46. Based on assumptions relating to reliefs and appeals, it is estimated that the total net business rates for Sheffield will amount to £194.4m in 2013/14.

However this is then appropriated between Government and local authorities (the City Council and SY Fire Authority) on the 50%/50% basis set out in the retained business rates scheme. Business Rate income is taken to the Councils Collection Fund where the appropriations are made. The estimated Collection Fund for 2013/14, as it relates to business rates, is shown below:

**Collection Fund - Business Rates Estimates for 2013/14**

	£000
Gross Business Rates income yield	245,533
LESS Estimated Reliefs	-32,984
Losses and Cost of Collection	-3,331
Losses on Appeals	-14,800
Net Estimated Business rates	<u>194,418</u>
Appropriation of net business rates	
Sheffield City Council	95,265
SY Fire Authority	1,944
Government	97,209
Total Appropriations	<u>194,418</u>

47. The estimated 49% of net business rates for Sheffield amounts to £95.2m for 2013/14. This is £3.4m less than the assumption made by the Government that £98.672m would be retained by Sheffield City Council. The Government's figures did include an element of growth. In view of the difficult economic climate it appears unlikely that business rate income will experience growth of this magnitude and until the City Council has greater experience and knowledge of the business rate position, it would not be prudent to budget for such growth.
48. It is proposed that the Council budget for 2013/14 include business rates income of £95.265m as its 49% share of net income. This shortfall of £3.4m compared to the Settlement figures will be covered partly by a contingency within the budget and also by a contribution from a business rate reserve set up to allow for what are likely to be significant annual fluctuations in business rate income. This will mitigate the impact of the accruals for appeals which will have a significant "hit" in the first year of the scheme.



## Council Tax income

### Council Tax base for 2013/14

49. The Council set a Council Tax Requirement of £197.267m for 2012/13 which resulted in a Band D council tax of £1282.75. This included a determination that the council tax base – the number of properties on which a tax can be charged – would be 153,785.26 Band D equivalent properties. This represented a small rise in the number of properties of 0.26% since the previous year.
50. With the abolition of Council Tax Benefit (CTB) and its replacement by the Council Tax Support Scheme (CTSS), there are significant and complex changes to the way in which the council tax base is calculated. Under CTB claimants receive a cash benefit against their council tax bill but this does not reduce the tax base. Under CTSS discounts are awarded which reduce the tax base in the same way as existing discounts, for example the 25% discount for single people.
51. The current CTB arrangements involve the receipt of a grant that is equal to 100% of the value of benefits paid. This is paid into the Councils Collection Fund (the account within which council tax income is managed) and offsets the cost of benefit payments. A key change is that this funding is included in the Formula Funding allocation and will therefore be paid into the Councils Revenue Account and not into the Collection Fund: i.e. it supports the overall level of Council expenditure rather than specific items of expenditure.
52. For 2013/14 the funding for CTSS will be less than 90% of the cost of the current scheme. This is effectively a loss of £5m of grant funding compared to 2012/13, but with an anticipated 1% increase in benefit caseload, the total impact is expected to be £5.5m. Previously, the Government funded any increase in caseload, but in future the grant will be cash limited, so the Council has to fund all caseload or other cost pressures.
53. The impact of the reduction in funding is being addressed through the CTSS. The report to Council on 23 January proposed a CTSS that was based on reducing the support for working age claimants and a small number of non protected pensioners to 77% of their net council tax liability. The introduction of these new discounts has reduced the tax base by the equivalent of 28,000 properties. This reduction is broadly equivalent to the £36m of funding that has transferred to the Council Revenue Account.

54. Included in the Tax Base calculation is an assessment of the collection rate: i.e. the total amount that will be collected over time. In previous years a prudent 97.5% collection rate has been assumed in the calculations although eventually the Council recovers up to 99% of council tax. The introduction of CTSS is anticipated to have an impact on late payments and non payment of council tax. For 2013/14 it is assumed that for tax base setting purposes the collection rate will fall to 96.5% (although we still aim to collect 99% over the longer term) which is equivalent to a loss of 1,326 properties from the tax base. The collection rate will need to be closely monitored during the year as there is a risk that it could fall further due to the combined effect of the economic downturn and the response to the introduction of CTSS.
55. There are other adjustments that are necessary to the council tax base:
- There has been an increase in the number of properties that are liable for council tax. This is as a result of an increase in the number of new homes being brought into uses and the reduction in several types of exemptions, most notable student exemptions, as a result of ongoing work to ensure exemptions are applied accurately and appropriately.
  - The Local Government Finance Act 2012 introduced changes in national council tax discounts and exemptions. These changes cover empty property and second homes. In broad terms, the Act removes certain current categories of exemptions, allows Councils to define their own level of discounts, and charge a premium on properties that have been empty for more than two years. The authority is able to raise more council tax from these property types which assists the overall financial position but at the expense of affected council tax payers paying more. The Council have agreed to support taxpayers who will no longer receive a reduction in their council tax bill by introducing a new discount scheme which applies to empty unfurnished properties. This move and the removal of the second homes discount has resulted in an additional 1,957 properties

56. The Council Tax Base for 2013/14 has been determined as 128,050.05 Band D equivalent properties.

	Band D equivalent Number of properties
Council Tax Base of Band D equivalent properties for 2012/13	153,785.26
Additional properties in 2013/14	2,402.84
Additions due to technical changes	1,957.05
Reductions due to Council Tax Support Scheme	-28,768.22
Reductions due to collection rate falling from 97.5% to 96.5%	-1,326.88
Council Tax Base of Band D equivalent properties for 2013/14	<u>128,050.05</u>

57. The inclusion of additional properties in the tax base has helped to mitigate the effect of the reduction in funding. After allowing for the changed funding arrangement -with Government funding for CTSS now going through the Revenue Account – the Council Tax base for 2013/14 provides additional income of £2.9m. This is due to the technical changes and the review of student exemptions. This assumes an unchanged council tax from 2012/13.
58. However the overall reduction in the tax base has an impact on the ability of the Council to generate additional income from increases in council tax. Currently each 1% increase in the council tax generates approximately £1.9m of additional income. Due to the reduction in the tax base as a result of CTSS, each 1% increase in council tax will generate £1.6m of additional income: i.e. £0.3m less income than in 2012/13.

#### Council Tax Freeze Grant for 2013/14

59. The Government have announced details of the Council Tax Freeze Grant for 2013/14. This is to be paid to local authorities that do not increase the council tax from the 2012/13 level and the cash value of the Grant will be equivalent to a 1% increase in council tax. This will be paid in both 2013/14 and 2014/15. The Government has issued indicative figures of the amounts that would be paid to those authorities accepting the Grant. These figures are based on the “projected tax base” for 2013/14 but do not make allowance for the reduction in the base attributable to CTSS. When grants are eventually determined in March 2013 the 2013/14 tax bases reported to DCLG will be used as the basis of the calculation. If the Council were to keep the council tax at its current level

the amount of Freeze Grant to be received for 2013/14 would be approximately £1.6m.

#### Council Tax referenda

60. The Localism Act 2011 introduced a requirement for a local authority to hold a Council Tax Referendum if it were to increase its council tax by an amount exceeding that prescribed by the Secretary of State. This replaces the capping powers that were previously available to the Secretary of State.
61. For 2013/14 the Secretary of State has determined that the local authority council tax referendum threshold will be 2%. This means that if a local authority were to raise its “relevant basic amount” of council tax by more than 2%, this would require the support of local people through a local referendum. The referendum threshold for 2012/13 was 3%. The relevant basic amount is the Band D council tax adjusted to exclude levies.
62. In order to identify those authorities that have exceeded the threshold, the Government have issued Alternative Notional Amounts (ANA) which represent the Governments estimates of what the Band D council tax figure would have been had CTSS been introduced in April 2012 instead of April 2013. The ANA excludes the amount of council tax that relates to levy expenditure: this assumes that all of the City Council’s £37m of levy payments are funded by council tax. The ANA for Sheffield is £984.58 for 2012/13. It is this amount which cannot be increased by more than 2% without a referendum.
63. The requirement to deduct levies from the calculation has unequal outcomes for different Councils. The majority of Sheffield’s levy budget relates to South Yorkshire Integrated Transport Authority (ITA). The ITA is proposing to reduce their overall budget by £2.2m in 2013/14 which means a reduction in the Sheffield levy of approximately £1.4m. The way the referendum calculation works, if the City Council were to keep the council tax at its current level, the reduction in the ITA levy represents an increase in council tax of 1.83%. The relevant basic amount for 2013/14 will increase to £1,002.58; an increase of £18 or 1.83% compared to the ANA for 2012/13.
64. This reduction in the ITA levy has implications for the ability of the City Council to increase the council tax. The ITA levy reduction means that the Council is only able to increase its council tax by a maximum of 0.17% to avoid a referendum and this would only generate additional council tax income of approximately £0.3m. This makes the acceptance of the Freeze Grant of

£1.6m a viable proposal and one which has a greater financial benefit to the Council than increasing the council tax in 2013/14.

65. If the Council were to go beyond this minimal increase of 0.17% in terms of council tax, it would require a referendum. The earliest date that this is likely to be held would be a date in May. The costs of holding a referendum would amount to a minimum of £0.6m. The costs would reduce if the referendum were to be held at the same time as a local council or European Parliament election: neither of these is to take place in 2013. The costs of the referendum would have to be met from the 2013/14 budget and they are not currently included. If local people were to vote against a council tax increase the Council would have a limited period of time in which it would be required to agree a replacement budget and council tax. The replacement budget would need to incorporate additional costs which may include cash flow costs and potential re-billing costs associated with new council tax demands and bills. The scale of the required reductions would also be greater because they would then need to be achieved within a part year rather than a full year. For these reasons, opting for anything other than a council tax freeze carries a significant degree of risk and is not considered to be a feasible proposal.
66. The proposals set out in this Report assume that the Council will accept the Freeze Grant and will set an unchanged council tax in 2013/14. The Freeze Grant would amount to £1.6m.

## **Business Planning for 2013/14**

67. The Council's approach to managing its financial position in the medium term has been through the Business Planning process. This requires Services and Portfolios to develop business plans which show what activities will be provided in 2013/14 for a specified cash limited budget.
68. The Business Planning process for 2013/14 began before the consideration of the MTFFS report by Cabinet in October 2012. The planning process to balancing the budget over the medium term involved a strategic approach that included:
- For the planning purposes, the development of forecast budget totals that fit within the level of available resources over a 5 year period
  - Resources being allocated to Services/Portfolios and also to strategic outcomes in a way that reflected priorities

- Executive Directors being given responsibility for developing realistic, affordable 2 year delivery plans within a 5 years context for each outcome area and which fits within the available level of resources
  - The plans were to consider all income and spending, cost and demand pressures, as well as setting out clearly any major changes required in service delivery.
69. To assist in the development of these outcome driven plans, the current year Service/Portfolio budgets were aligned to strategic outcomes. To provide broad planning totals services were given a ranking according to priority. This enabled a measure of relative protection to be given to services such as childrens and adult social care. This approach enables broad planning totals to be produced for strategic outcome areas and led to the development of savings proposals that are set out in the budget implementation plans.

### **Formulation of the budget for 2013/14**

70. In formulating the budget for 2013/14 there are a number of adjustments that will need to be made to reflect variations in costs and resources, some of which are outside of the control of the Council and others reflect the continuation of current Council policy. The following section shows those items that have been included in the proposed budget.

#### Funding from Government

71. The earlier part of the report provided details of the Local Government Finance Settlement for 2013/14. The Settlement resulted in a reduction in funding of £21.4m for 2013/14. It is proposed that the Council accept the Freeze Grant of £1.6m in 2013/14. The overall variation in funding would therefore amount to £19.9m and comprise:

- Reductions in Formula Funding of £25.3m
- Additional Specific Grant allocations of £3.8m
- Council Tax Freeze Grant of £1.6m for 2013/14

The £5m reduction in Council tax support grant is assumed to have a net effect of zero because of the discount scheme approved by Full Council on 23 January 2013

### Council Tax income

72. The determination of the council tax base has resulted in additional income of £2.9m as reported earlier. This assumes that the actual Band D equivalent tax will remain unchanged from 2012/13.

### Business Rate income

73. As stated earlier in this report the position relating to business rate income carries significant risk. The City Councils share of estimated business rate income amounts to £95.2m. However this is £3.4m below the Councils Business Rate Baseline as determined by Government.

### Removal of one off items

74. The budget for 2012/13 included some one off items amounting to £2.7m. The most significant element was the Collection Fund surplus of £0.5m which does not exist in 2013/14. There was also a contribution from reserves of £2m which supported adult social care costs and this needs to be part of the base budget for 2013/14.

### Additional Budget Provisions

75. There are a number of proposed additions to the budget for 2012/13:
- Portfolio cost/demand pressures: Portfolios are faced with increased levels of demand for services and rising costs of service provision, particularly in the area of social care. The total cost of Portfolio pressures amounts to £16.8m. This includes a provision for staff pay awards of 1% amounting to approximately £2m. Details of the pressures are in Appendix 2.
  - Highways PFI: the contract started from August 2012 and the current year budget therefore includes part year costs to March 2013. The full year costs of the scheme need to be reflected in the 2013/14 budget. These will amount to additional costs of £1.8m in 2013/14.
  - Pensions Deficit: There is an ongoing issue regarding the Council's employer contributions to the Pensions Fund to meet pension's liabilities. There is an annual £1m deficit over and above the amounts that are met from the employers' contribution charged to Portfolio expenditure.

- Provisions for redundancy/severance costs: based on the savings proposals that are set out in this report and which are required to achieve a balanced budget, the Council will require an adequate provision for redundancy/severance costs. It is presently estimated that the Council will require £9m to fund redundancies and other severance costs in 2013/14. The existing base budget provision, after the removal of one off funding in 2012/13, amounts to £5m. It is therefore necessary to add a further £4m to bring the budget provision to the estimated required amount of £9m.
- Contingency for Adult Social Care costs: during the financial year 2012/13 adult social care has experienced significant pressures on its budgets due to increased demand and from joint working with Health around assisting in preventing delay discharges from / admissions to hospital. Work is underway to mitigate this expenditure but there is a potential for increased costs over and above the costs identified in this report (Communities BIPS) and for this reason a contingency of £3m has been provided for to cover this potential pressure.
- Capital financing costs: local authorities are allowed to borrow in order to finance capital expenditure but must establish appropriate provisions in their revenue budgets for the servicing of that debt: i.e. the principal and interest payments. The budget provision for capital financing costs has been reduced in recent years as a result of debt rescheduling and better short term investment performance. However it is likely that some borrowing will be required in 2013/14 to support the capital programme and it will be necessary to increase the revenue budget provision by £1.5m.
- Improved sundry debt collection: the budget for 2012/13 included a saving of approximately £1m from improved debt collection procedures and the associated impact on cash flow. This reflected improved performance whereby 90% of debt is now being collected within 60 days. Since 2011/12 the procedure for capturing these benefits has involved keeping a proportion of sundry debt income collected in a corporate cost centre rather than being allocated to the relevant Council service, in order to encourage best practice in debt collection. However as performance improves, this practice is less sustainable and is being phased out over time, resulting in a reduction in the corporate income budget of £0.5m in 2013/14.



- Carbon Reduction Commitment (CRC): the CRC is a mandatory scheme aimed at improving energy efficiency and cutting emissions in large public and private sector organisations. The Council will need to add £0.5m to the budget for 2013/14 to purchase allowances relating to street lighting energy.
- Resources Portfolio additions: this includes adjustments to Howden House PFI costs. The total amount is £0.6m.
- Place portfolio additions: there is a proposed adjustment to the Design and Project Management service budget to reflect a more realistic level of workload and the decision to move towards commissioning new buildings under PFI arrangement. This amounts to £0.2m.
- Parish Councils: the adjustments to the funding arrangements for CTSS also relate to the Parish Councils and the impact the tax base reductions will have on their council tax calculations. The Parish Council's require approximately £0.1m to reflect this funding adjustment.
- Living Wage: Cabinet have approved a plan for implementing the Living Wage of £7.20 per hour for all Council employees from 1 January 2013, rising to £7.45 from 1 April 2013. The cost of this amounts to approximately £0.1m and includes giving living wage to apprentices.

#### Reductions in budget provision

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

- The Integrated Transport Authority (ITA) levy: this forms part of the expenditure base of the Council with variations in the levy impacting on the referendum trigger. The ITA propose to reduce their levy on Sheffield by £1.4m in 2013/14. However there are also some further adjustments relating to expenditure that was previously met from City Council budgets and which will involve a further saving of £0.8m: i.e. an overall reduction to the City Council of £2.2m.
- Digital Region costs: the Council included £3.8m in its 2012/13 budget to cover the potential commitments relating to the Digital Region project. The Council had applied to the Government for permission to capitalise some of the potential costs but this had not been approved by the time the Budget for 2012/13 was approved. Permission was subsequently obtained to capitalise £16m of costs. Whilst some of the budget will be

required to meet the capitalised costs, there is the potential to remove £2.6m from the 2013/14 budget.

- Police Community Support Officers (PCSO's): the proposed budget of South Yorkshire Police Authority includes provision for the costs currently met by the City Council. On this basis the Council can remove £0.3m from its base budget.

#### Contribution to Reserves in 2013/14

77. The budget proposals involve adjustment to reserves to meet expenditure in 2013/14 and provide resources in future years. These contributions are

- Contribution to Invest to Save Investment Fund of £1.5m: this is to ensure that investment funds continue to be available to invest to save projects that are delivering the annual savings of £3.5m to the revenue budget and also to repay the reserve in full by 2015.
- Contribution from Business Rate Income Reserve of £2.2m: this is proposed for 2013/14 to smooth out the impact of accruing for the potential losses on business rate appeals for the first time and which therefore creates an additional burden in 2013/14.
- Repayment of savings from Capita contract to invest to save reserve of £2m.

#### Overall Position

78. In total the net adjustments to the budget for 2013/14 total £49.6m. This is the revenue budget gap before savings proposals.

	£m	£m
Variations in funding from Government		
• Reduction in Formula Funding	25.3	
• Additional Specific Grant	(3.8)	
• Council Tax Freeze Grant for 2013/14	(1.6)	19.9
Additional Council Tax income due to adjustments to Council Tax base		(2.9)
Business Rate income shortfall		3.4
Removal of one off items		2.7

Additional Budget provisions		
• Portfolio cost/demand Pressures	16.9	
• Pensions deficit	1.0	
• Highways PFI	1.8	
• Provision for redundancy costs	4.0	
• Contingency for Adult Social Care	3.0	
• Capital Financing costs	1.5	
• Amended sundry debt saving	0.5	
• Carbon reduction commitment	0.5	
• Resources Portfolio additions	0.6	
• Place Portfolio additions	0.2	
• Parish Councils share of CTSS funding	0.1	
• Living wage	0.2	
		30.3
Reduction in expenditure		
• Integrated Transport Authority levy	(2.2)	
• Digital Region	(2.6)	
• PCSO's	(0.3)	(5.1)
Contribution to (from) Reserves		
• Invest To Save Investment Reserve	1.5	
• Business Rate Income Reserve	(2.2)	
• Repayment of savings from Capita contract to Invest to Save Reserve	2.0	1.3
<b>TOTAL</b>		<b>49.6</b>

## Savings proposals for 2013/14

79. Discussions with Members have taken place since the consideration of the MTFS to produce a set of proposals that will achieve a balanced budget. The proposals set out in this report form the basis of a balanced budget and a recommendation to Council on 1 March 2013. The total amount of Portfolio savings are £46.2m. 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.
80. The Council is also examining ways of making the best possible use of the public health funding and to maximise the effect of this funding. It is assumed

that the Council will achieve efficiencies of £3.4m in the use of this funding in 2013/14.

81. The overall level of proposed savings amount to £49.6m. Details of the Portfolio savings are in the Budget Implementation Plans (attached at Appendix 2)

	Savings Proposals for 2013/14 £m
Portfolio savings:	
CYPF	13.8
Communities Place	14.2
Deputy Chief Executives Resources	10.5
	1.2
	6.5
	46.2
Public Health efficiencies	3.4
<b>Total</b>	49.6

### Revenue Budget position for 2012/13

82. The City Council, at its meeting in March 2012, approved a Net Revenue Budget for 2012/13 of £480.280m. The Council kept the level of Council Tax unchanged from the previous year – at £1282.75 for a Band D equivalent property - and therefore qualified for the one off Council Tax Freeze Grant.
83. The level of spending against budget is subject to a rigorous monitoring and review process each month and results in a comprehensive budget monitoring report being submitted to Cabinet which shows the forecast outturn position. The budget monitoring position at month 8, covering the period to November 2012 shows a forecast overspend of approximately £1.2m.

Portfolio	FY Outturn £'000	FY Budget £'000	FY Variance £'000
CYPF	81,805	82,306	(501)
Communities Place	171,679	168,750	2,929
Deputy Chief Executive Resources	163,107	163,896	(789)
Corporate budgets	12,120	12,040	80
	61,240	61,766	(526)
	(488,794)	(488,758)	(36)
<b>Grand Total</b>	<b>1,157</b>	<b>0</b>	<b>1,157</b>

84. Portfolios are requesting to carry forward a total of £1.6m into 2013/14. This is in addition to the £2.9m of carry forward requests previously approved. This level of resource and the associated expenditure have been removed from the above table: i.e. the approved carry forwards do not add to the forecast overspend of £1.2m.

## **Balances and Reserves**

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

## **Risk Management**

87. Attached at Appendix 5 are details of corporate risks which will need to be monitored closely throughout the year. The budget proposals identified in this report will be risk assessed and given a risk rating. The implementation of the budget proposals will then be closely monitored and reviewed based on the risk assessment and this will be reported as part of the budget monitoring process for 2013/14.

## **Levies**

88. The Council currently has approximately £37m in its revenue budget for levies. This includes the following levies:
- South Yorkshire Integrated Transport Authority (ITA); the ITA is considering its budget for 2013/14 in February. A reduction of £2.2m is expected for Sheffield with a reduction in the levy of £1.49m. This reduction is included in the City Council budget proposals.

- Payments to the South Yorkshire Pensions Authority and to the Environment Agency amount to £0.222m and £0.170m respectively. These amounts are unchanged from 2012/13.

## Portfolio Revenue Spending Plans for 2013/14

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

### Our Priorities

91. As a Council we have set out clear priorities in our medium-term plan, '[Standing up for Sheffield](#)', and we have tested these priorities with the public. Our budget is very much driven by these priorities, which can be summarised as:
- Standing up for Sheffield
  - Supporting and protecting our communities
  - Focusing on jobs
  - Business-friendly
92. The proposals in this report are clearly influenced by these priorities. For example, our proposals, if accepted, would lead to a reduction in the Council's **social care** service budgets of less than 5% – about half the reduction being made to the budgets of other services. And, child protection budgets will be maintained.
93. We are prioritising social care services because they **protect those that most need our help and support**. The savings we are making in social care result mainly from our continued efforts to deliver services differently, focus on prevention, and find more efficient ways of working.

94. We are also doing whatever we can to **Stand up for Sheffield** and **keep the city moving forward** in a very challenging economic climate. We will, for example:
- Keep pushing forward key regeneration schemes like the Moor Market and New Retail Quarter
  - Focus our efforts on helping small and medium companies with growth potential
  - Maintain our investment in our massive '[Streets Ahead](#)' project – sorting out the city's roads, pavements and streetlights
  - Make sure that big national infrastructure projects like 'High Speed Rail' benefit the Sheffield economy
  - Keep bringing investment into the city by attracting major events and conferences
95. Prioritising major areas of spending like social care and our Streets Ahead project, does mean that other service budgets have to find a bigger share of the savings we need. Over the coming years this will be an increasing challenge as our funding continues to be cut whilst demand for social care services increases as a result of social and demographic change (e.g. our ageing population).
96. Our response to this funding challenge will obviously include **finding more efficient ways of delivering our services**. Next year, around £20m of the savings we make will result from efficiencies that should not impact on frontline services. These savings are not the result of us stumbling across waste or bureaucracy; they are because we have spent years modernising the Council so that we can reduce costs.
97. Unfortunately, the size of the financial challenge means that efficiency savings will not enable us to balance our budgets so we will be reducing the Council's investment in services next year and in future years. We have provided an outline of our key proposals below under the headings of our Corporate Plan – '[Standing up for Sheffield](#)'.

### **Our proposals**

98. This section of the report summarises the key budget proposals under the headings in our medium-term plan – [Standing up for Sheffield](#).

## Strong and Competitive Economy

99. We want to make sure businesses in Sheffield are supported to grow and create jobs. We also want to make sure local people have the skills and the opportunities they need to find employment and to play an active role in the city's economy.
100. Sheffield's economy has changed a lot since the last recession. We have a lot of different kinds of businesses now, and we are no longer heavily reliant on industries like coal and steel. More Sheffield companies are trading overseas and using exports as a way of growing their businesses.
101. We have been working hard to deliver new economic opportunities for the city like the New Retail Quarter, the Moor Market, getting the greatest benefits out of High Speed Rail and the [City Deal](#).
102. A lot of economic development was funded by external bodies in the past. Yorkshire Forward, the Regional Development Agency no longer exists and other external funding has come to end or has been drastically reduced. Over the next 2 years, our funding to our economic development agency Creative Sheffield will have to reduce by around a third. This means we will be increasingly focusing our efforts on the things that make the biggest difference to the local economy – and these are set out below. To be clear, the reduced funding available does mean that we will not be able to support every business as much as we would like, or provide the level of support we would like to people looking for work and training.

### Supporting Businesses to Grow and Create Jobs

103. Many of our major regeneration schemes remain on track despite the difficult economic climate and we have been successful in bidding for some money from Government such as 'Regional Growth Fund' and 'Start up Loans for Young People' that we can use to help local businesses and residents.
104. We have negotiated with Government, on behalf of the City Region, a [City Deal](#) that will help our employers to get the type of training that tell us they need
105. We will deliver key regeneration projects across the city. We will see continued investment in the Moor and completion of the new markets, and we will continue work to bring forward the New Retail Quarter in the city centre.
106. Creative Sheffield will help around 2,000 businesses during 2013. We will work to develop and promote Sheffield's key industry sectors such as advanced



manufacturing, creative and digital, healthcare technologies and low carbon / environmental industries

107. We are continuing to promote Sheffield to attract investment – both from local companies looking to grow and from new companies looking to locate here. We will establish the Sheffield City Region Investment Fund as a way of attracting new investment into the area and funding major infrastructure projects.
108. We will deliver targeted support for companies looking to export and we will invest £25m of Regional Growth Fund money in local SMEs. By working with local colleges and universities, we will provide £500 Start-up Loans to young people looking to start their own business

### Skills and Opportunities

109. Over the last year, we have created, with local employers, 100 Council-subsidised apprenticeships to help those young people that would not otherwise get the chance of a job with training. We have funded the voluntary and community sector through our Employability Programme, to get more than 750 people furthest from the jobs market into work. We have also worked with our suppliers and partners to get jobs with training for those who need them most. In the next year alone, Amey, the company repairing our roads, will create 29 apprenticeships.
110. We will continue to prioritise funding that helps local people find work, but next year we will still have to cut this activity by around 10% - equivalent to reducing support for 75 people. This comes at a time when unemployment has increased almost two and a half times since the start of the recession, when long-term unemployment has risen by 500% in the same period, and when young people are three times more likely to be out of work compared to those over the age of 25.
111. Next year, we will continue to fund our **successful ‘100 Apprenticeships’ Programme**. The first year of an ambitious City Deal programme designed to **deliver 4,000 new apprenticeship places across the city region and 2,000 additional training opportunities** for local firms will be delivered.
112. We will work with Sheffield’s 2 universities to get more graduates employed in our local companies. To help those furthest from the labour market e.g. jobseekers with disabilities or mental health conditions we will reshape our Employability Programme, and we will work hard to help long-term unemployed young people into training and work.

## Better Health and Wellbeing

113. The current budget for Health and Wellbeing is approximately £148 million. This includes our spending on adult social care, health, and housing related support.
114. We will need to save around £10.5m in 2013/14 across all our services that contribute to Health and Wellbeing. This will include making savings in adult social care, health and housing related support.

### Adult Social Care

115. The current budget for adult social care is just under £122m. The biggest areas of spend are the packages of care for individuals delivered by external organisations. These packages of care are paid for from our Care Purchasing Budgets which amount to almost £90m. The next biggest area of spend is the services we provide directly.
116. We are protecting our adult social care budget because it supports some of the most vulnerable people in the city however, because of the scale of reduction in Government funding, we will still need to make a net reduction of between 4-5%. This is approximately £6m.
117. The current budget for housing commissioning including specialist housing support is just over £22m. We need to make net savings from this budget of just over £2m which means a reduction of around 10%.
118. In 2011/12 there were nearly 13,500 adults in the city receiving care and support services provided or arranged by ourselves. Just over 6,800 of these people were provided with a **personal budget** – giving them choice and control of their own care and support.
119. During 2011/12, just over 2,600 people were supported in residential or nursing care with a further 5,800 receiving support at home, arranged by us.
120. We will continue to work with individuals and their carers and families to find better ways to meet their social care needs. We will continue to invest in prevention, early intervention and support planning, providing and arranging care and support for over 13,000 adults and older people in the city – with more people than ever receiving the short-term support they need to regain their independence.
121. We will work closely with care providers to make sure that the care they offer is high quality and meets the changing needs of our city's population.

122. We will provide less care directly ourselves and will work closely with individuals to find and give them control over care and support provision that meets their needs. In the last year nearly 2,000 additional people have taken up a personal budget under self-directed support, giving a total of almost 5,500 people currently arranging their own care and support in this way.
123. We will continue to deliver existing change programmes that seek to modernise care provision and our approach to supporting people who need it. We will commence a jointly run service with the NHS to deliver more rehabilitation and reablement support to people.
124. We will continue to develop our successful Community Access and Reablement Service (CARS). This service provides information and advice as well as practical help, such as equipment and home-based support to help people regain and maintain their confidence and independence.
125. In the last year, there have been around 450 people benefiting from the CARS service at any one time and 300 people from the STIT service (Care4You's short term intervention service).
126. We are proposing to apply the successful CARS approach to those people already receiving services and whose circumstances change. We will support them to regain more independence and access to universal services, as well as maintaining the appropriate level of care support.
127. We will need to continue to ensure we are rigorous and consistent in our assessments of people's needs and in the allocation of **personal budgets**. We will continue to provide care and support to people with critical and substantial needs.
128. We have already identified the need to change our services for people with dementia.
129. As more people choose other forms of care and support, we cannot afford to continue to provide the same level of service through Dementia Centres and so, after extensive consultation with people with dementia and their carers, Cabinet agreed in October 2012 to re-configure the city's dementia resource centres to reduce the dependency on day places and respite beds and increase community based alternatives.
130. The shape of the community provision for people with dementia is subject to consultation which will be completed by 31 January 2013. It is proposed to close Norbury at the end of March 2013 and Bole Hill View by October 2013.

131. You can find out more about this consultation in our [Shaping the Future of Dementia Support section](#).

### Care Homes

132. We work with around 11 main home care companies, a further 12 specialist providers and 50 providers through flexible (framework) contracts. There are around 130 care homes in the city and we also buy places for a few people in care homes outside Sheffield. We have 2 contracts for carers services.
133. We need to carefully consider the **fee level for care homes** in 2013/14 whilst taking full account of the real pressures experienced by providers. We are meeting providers to discuss pressures in the care home market and will take these into consideration in setting the fee level. We will continue to work hard with providers to seek innovative ways to reduce risk and improve quality.

### Voluntary Community and Faith organisations

134. We have 65 block contracts with Voluntary Community and Faith organisations across all service areas although these are changing as more people are given personal budgets to take control of their own care and support.

### Housing

135. In 2011/12 our Housing Support Service prevented nearly 1,500 homelessness cases and supported a further 1,400 homeless people or households.
136. There were just over 200 households in temporary accommodation at the end of 2012 – most of these were in flats and houses, just 14 households (mostly singles and none with children) were in Bed and Breakfast. This is a reduction on the previous year (December 2011) despite the challenging economic conditions the city faces.
137. We have changed the way we work in recent years to focus more on helping people regain as much of their independence as possible. We call this type of support **reablement**.
138. Our [innovative approach to reablement](#) has helped hundreds of people live more independently, and it has saved us money that is then spent on providing care for other people who need our help and support.
139. We are aiming to protect services for those that most need our help and support by continuing to innovate. We will also continue to make our services

more efficient. We will deliver most of our savings as a result of this innovation and efficiency work.

140. However with such significant reductions to our budgets, there will be changes to some of our services and how we deliver them.
141. We will seek to **prevent more people becoming homeless** by developing our case work practice and focusing more on prevention and improving the response to people in need outside of normal office hours.
142. Where people need small items of **daily living equipment** costing less than £50, we will no longer be able to provide and fit these free of charge. You can find out more about this in our [living well](#) consultation.
143. We are therefore proposing to extend our current policy on the provision of these items to include items that require a straight forward element of installation such as a bath seat or board. We will be providing information to people about how these items can still be obtained and fitted and actively seeking to review and, where necessary, help people with the impact of this change.
144. We need to **review our provision of specialist housing related support** (previously known as Supporting People) and this will mean changes in services for some customer groups including refugees, young people and offenders.
145. Where possible we will do this by working with service providers to reduce the costs of services thereby minimising the impact on service users – in some cases however, we may need to reduce the hours available to individuals.
146. We can no longer afford to continue with the historical **subsidy of City Wide Care Alarms** for a number of people using the service who have not had to pay previously.
147. The majority of people have always paid for the full cost of the service and in the last year over 700 new people have taken up the service in this way. We will be contacting all those people who currently receive the service for free or a reduced rate to let them know that we can no longer afford to cover this cost.
148. We will listen to what people tell us about the impact this will have on them and support them as appropriate.

Successful Children and Young People

149. Our proposals in this area are clearly shaped by our priority to protect those that most need our help and support. We are therefore protecting our investment in child protection services and the preventative work we do to keep children and young people safe.

#### Early years

150. The early years from pre-birth to age 5 is the most important period in a child's development. Over the past two years the funding available from central government for early years services has reduced, and we are expecting a further £6.8m reduction in the coming year. We are having to make some difficult decisions on how to reduce our spending, how we provide early years services and rethink how we organise them across the city.

151. We began a review of early years services in 2011. The resulting proposals are contained in full in a Cabinet Report on the [Redesign of Early Years](#).

#### Youth Services

152. Our ambition for the city is that every child, young person and family achieves their full potential.

153. All the evidence shows that enriching experiences and positive activities are really important for young people because they:

- widen horizons and help to build ambition, self-belief and resilience. This really helps young people do better at school.
- make sure young people have 'someone to talk to' - providing role models, building personal and social skill.
- help young people engage with adults, their community, and learning more generally.
- help to reduce anti-social behaviour, particularly when properly targeted and accompanied by wider support programmes such as those offered by our Community Youth Teams.
- give children and young people "somewhere to go" and "something to do".

154. It is also critical that all teenagers and their parents and carers are supported with high quality information, advice and guidance so that they can choose courses and career paths that best meet their aspirations and abilities.

155. We have a particular duty to help the most vulnerable young people by focusing additional support on those teenagers most likely to disengage from learning, and those most at risk of harm.

156. The Government has cut the funding we receive to provide youth activities and major changes to the activities we pay for are inevitable.

- The cost of youth services has already been reduced significantly over the last two years – we have reduced the size of Sheffield Futures (our advice and support service for young people) by half; we have cut administrative costs hard, and tried to focus what money we do have on frontline services.
- Funding for the Connexions Service, which provides Advice, Information and Guidance to young people has also been transferred by the Government from the Council to school.
- We currently put around £8.85m a year into targeted youth services – with £1.2m spent directly on universal youth activities.
- The funding for youth activities comes from a grant called 'Early Intervention Grant' that Government has cut by £6.8m (27%) next year.
- With all the changes and budget reductions we are proposing to reduce our youth services budget by £1.6m next financial year.
- This will mean significant changes to the youth services we pay for in the city.
- We recognise that most youth activities in Sheffield are provided by hundreds of dedicated people and organisations across the city – from voluntary Scout leaders, to athletics coaches, football clubs, churches, and other voluntary, community and faith and private sector organisations.

157. However, if left only to market forces and volunteers, many areas of the city, and many young people, would not have access to affordable youth activities unless we arrange and pay for activities in those areas.

158. We intend to focus our reduced budgets on the services that will make the biggest difference to young people in Sheffield. We will protect services where we work directly with young people most at risk - working through our Community Youth Teams with partners including schools and voluntary organisations.

159. We will focus our reduced budgets on the small things that can make a big difference – e.g. the few hundred pounds that could help a voluntary group provide activities in an area that is poorly served by affordable activities.
160. We will help voluntary, community and faith organisations, schools, academies and parents’ groups to access external grants that are not available to us e.g. the Big Lottery, Children in Need, etc.
161. We will make better use of the city’s assets, e.g. sports centres, theatres, libraries and museums.
162. However, the scale of the cuts means that there will be significant changes. We are therefore proposing to:
- End the £1m ‘Kids Can do’ programme, which funds activities for 8-13 year olds across the city
  - Reduce the number of youth centres by ending some lease arrangements, and making savings on premises and service costs.
  - Focus on a reduced number of ‘youth hubs’ in areas where facilities and activities for young people are lacking
  - End the transitional funding that supports schools and academies to provide Careers Guidance for their students – but we will continue to develop our expert team to support schools on a cost-recovery basis – selling these services to schools (who now have the budget)
163. We recognise that some community organisations that have, until now, delivered positive activities funded by the Council will be placed under considerable pressure by these reductions. We will work with these organisations to try and reduce the inevitable impact on them and the communities they serve.

#### Tackling Poverty and Increasing Social Justice

164. In Sheffield almost one quarter of households – approximately 58,500 households - are living in poverty. Since 2007 the gap between the worst off and best off people across Sheffield has increased. However, poverty is not only about money. It is also about health, education, community and aspiration – and we know that all of these differ markedly across the city.



165. We have a number of shorter term objectives for this area and some longer term ambitions. Above all we want to make tackling poverty and increasing social justice an explicit element of what we do as a Council.

#### Safe and Secure Communities

166. Sheffield is already the second safest of the major English cities and we want to ensure that Sheffield remains a place that is safe, where people feel safe, and where communities get on.

167. We want Sheffield communities to continue to **safe and secure** and communities **safe and secure**. We will focus on reducing anti-social behaviour damage and low level offending; helping to create sustainable and cohesive communities; reducing violent crime by tackling substance and alcohol misuse; and protecting the most vulnerable.

168. Next year we will not be cutting the number of PCSOs in Sheffield because we recognise the importance to local people of a visible uniformed presence on the streets.

#### A Great Place to Live

##### Parks and green spaces

169. Sheffield is one of the UK's greenest cities and we aim to keep it that way. We will continue to invest over **£5 million in the city's green spaces next year**

170. Our parks and green spaces play a major role in promoting health, children's play, community activities, supporting wildlife and making Sheffield a great place to live. **Compared to many cities, our parks are already managed at relatively low cost**. This results from a combination of efficient service delivery and optimising income through fair pricing and rents.

171. This is not the first year of cuts to our spending – the parks service has already had to save over £2 million in the last 2 years and as we are still facing major reductions in funding, our parks will have to take a share of the cuts. Therefore, over the next 3 years, we have to reduce the amount we spend on parks and green spaces by well **over £1 million**.

172. Our priority has been to come up with proposals that will minimise the impact on the quality of our parks and green spaces but the prospect of continuing cuts means we cannot simply carry on hoping to offer the same service on ever smaller resources. We have therefore prioritised **maintenance standards** and

looked for **new ways of doing things** rather than spreading our resources ever more thinly.

173. Good examples include saving over £100,000 next year by enabling bowling clubs to take charge of their bowling greens and informal, less intensive management of around 100 hectares of carefully selected green spaces, subject to consultation with local people.
174. Whilst the city's major parks will continue to be more **formally maintained**, the new informal spaces will increase our claim to be a green city by offering a new range of benefits including increased support for wildlife; flood alleviation; greater carbon capture by trees; food growing; and more natural outdoor play for children.
175. Next year will see the introduction of increased allotment rents. The rules governing allotment tenancies mean that this increase was agreed 12 months ago, so all allotment holders are already aware of the change. Whilst the increase is significant, the rents have been very low for many years and we believe the new charges continue to offer excellent value.

#### Rangers

176. The ranger service currently focuses on maintenance work in our parks and green spaces (including work with volunteers), as well as running a programme of community activities and events.
177. Our prioritisation of daily maintenance standards in parks require us to protect the rangers' maintenance role but unfortunately the less critical programme of activities and events will have to stop.

#### Public Toilets

178. The Parks budget also includes the cost of operating the city's public toilets - both within our parks but also roadside toilets, for example, in shopping areas and the city centre.
179. Obviously, provision of toilets within our parks is a critical factor for visitors and we do not propose to make any further cuts to these. However, our other public toilets in local areas cost us almost a **quarter of a million pounds** every year.
180. We will continue to honour our existing contractual commitments to 7 public toilets at Angel Street, Exchange Street and Devonshire Green in the city centre and Birley Moor Road, Darnall, Deepcar and Hillsborough.

181. However, in order to avoid a further major cut in our parks budget, we propose to close our remaining public toilets in the city centre, Chapeltown, Bradfield, Rivelin, Burngreave, Abbey Lane, Meadowhead, Fox House and Stocksbridge.

#### Improvement Projects

182. Finally, we will maintain some capacity to deliver improvements in our parks e.g. playground and sports facility improvements. However, our ability to increase the number of new facilities is limited by our reduced budget to maintain them.

183. Therefore, whilst we will continue to seek opportunities for new funding and work closely with friends groups and local communities, we will have to be increasingly selective about which projects to pursue.

184. We will therefore continue to fund a team of officers to work on parks improvements, but it will inevitably be a smaller team.

#### Sport and Leisure

185. Our aim is to make Sheffield one of the most physically active cities in the UK.

186. We want people in Sheffield to be physically active and healthy. This means working closely with Sheffield City Trust and other providers, will continue to invest in a range of facilities – from parks and playgrounds to swimming pools and sports centres.

187. In recent years, increasing numbers of people in Sheffield have become active - and we're working hard to maintain this upward trend. However, the scale of the cuts mean that some sports facilities will have to close.

188. We don't want to close any sports facilities. We fully understand their importance to the health of our local communities.

189. Over the next 3 years, we will need to reduce the amount we spend on sports facilities by well over £1 million.

190. We have to make the best possible decisions – minimising the adverse impact on participation and health. We've done research on all our sports facilities to ensure that we make decisions that are the least worst in these difficult circumstances.

191. We've analysed every sports facility in terms of potential savings and the numbers of people affected.

192. In particular, we've assessed all facilities that we fund against 4 factors:

- current cost to us (i.e. level of subsidy)
- current use / number of visits
- options to replace a facility at lower running costs
- the role of each facility within the city's overall network of facilities

193. So, given the hard choices facing us, we've identified those facilities which could offer us relatively high levels of saving (i.e. they require high subsidy) but would have relatively low impact on participation if they were closed (i.e. have low visit levels).

#### Subsidies Assessment

194. Currently, our facilities range from over £5 subsidy per visit down to as little as 40p per visit and in some cases, little or no subsidy at all.

195. So for example, closing a venue requiring £5 subsidy per visit would save £5 for every visit affected by the closure, as opposed to other venues where the saving made for each visit affected would be extremely low.

196. This type of assessment has led us to focus first on facilities which are high cost/low impact and especially those which could be replaced with alternative facilities operating at lower cost and similar or higher visit levels.

#### Proposals

197. We've therefore developed a plan to help us deliver the highest possible savings with the lowest possible impact on participation.

198. We have developed the following proposals by working closely with Sheffield City Trust (the charity that operates many of our sports and leisure centres).

199. Continue to support 4 major district sports and leisure centres which serve large areas of the city:

- Hillsborough
- Concord
- Westfield

- Graves

200. Seek new investment in **Graves** as the headquarters for the city's emerging National Centre for Sport and Exercise Medicine.
201. This will aim to replace the swimming pool, increase the number of indoor tennis courts and create a new fitness facility (alongside specialist health and rehabilitation services).
202. Seek investment for a new pool / district leisure centre in **the north of the city**. We are currently in discussion with Sport England about potential funding sources.
203. This will be accelerated in early 2013 and we will work closely with key agencies in the area in pursuit of this goal.
204. Continue to support **Ponds Forge** given that it serves a citywide audience and regularly attracts major events and commercial activities to the city.
205. Retain the **Motorpoint Arena**, the **English Institute of Sport** and **Ice Sheffield** – the Arena generates a profit which financially supports our sports venues; the Institute operates at no cost to the Council and Ice Sheffield successfully runs at very low cost.
206. Continue to provide a small grant to **Chapelton Pool** – this venue is very low cost and is owned and part funded by Ecclesfield Parish Council.
207. Continue to fund **Heeley Pool**, **Springs Leisure Centre** and **Upperthorpe Healthy Living Centre** – however, given these facilities serve much smaller areas of the city, we are developing plans to reduce their running costs to make them more financially sustainable.
208. Reluctantly withdraw the subsidy provided to **Stocksbridge Leisure Centre** (in consultation with the leaseholder/operator Seven Hills Leisure Trust).
209. The centre is over 40 years old and expensive to run compared to other facilities. It serves a relatively small area of the city and requires a high subsidy per visit of around £3 per visit, compared to just 50p at Hillsborough and just over £1 at Concord.
210. Whilst we recognise that the closure will have a significant impact on the local community, alternative closures would impact on far greater numbers of people

211. For example, Hillsborough Leisure Centre has over 650,000 visits and Concord Sports Centre has almost 400,000 visits. By comparison, Stocksbridge has 140,000 visits.
212. The potential closure of Stocksbridge is the least worst option for Sheffield as a whole as it offers a high saving and affects fewer people than the alternatives.
213. We recognise that the closure of Stocksbridge would leave a gap in provision, which is why we are seeking funding for a new pool/district centre in the north of the city.
214. At the same time, work is already underway to identify possible alternative facilities for users affected by the closure.
215. Seek the closure of **Don Valley Stadium** (by agreement with Sheffield City Trust).
216. Don Valley Stadium is a high cost venue (costing us over £700,000 in 2012/13) and we subsidises every visit by over £5.
217. The stadium is also over 20 years old and requires major repair and maintenance work – totalling around £1.6 million.
218. Remove our subsidy which is likely to lead to the closure of Don Valley Stadium (DVS) which offers us the potential of very high savings with relatively low impact on community participation. To achieve the same level of saving, we would have to close up to 5 community facilities such as Concord, Hillsborough, Heeley or Westfield.
219. This would result in a loss of participation up to 10 times greater than DVS.
220. We will work with the current users of DVS to find alternative venues, including the Eagles for their 2014 season.
221. Re-open **Woodbourn Stadium** – this is less than one mile from both EISS and DVS and will offer our athletics clubs and all city athletics events a high quality and permanent home at a fraction of the cost of DVS (£70,000 as opposed to £700,000).
222. We will of course still have world class indoor athletics facilities at EISS. We will work with athletics clubs on the transfer of athletics to Woodbourn and will ensure that the modest level of reinvestment (estimated at £150,000) is found to upgrade the facilities

223. There is no prospect of major athletics returning to DVS in the foreseeable future and we've not had a major athletics event for 5 years (Birmingham and London currently have a monopoly on Grand Prix events).

224. Don Valley would operate until September 2013 to meet its existing commitments.

#### Activity Sheffield

225. Physical activity is important for your health. Being inactive increases your chances of being overweight or obese. You also increase your risk of coronary heart disease, some forms of cancer and other serious conditions.

226. We will continue to invest in programmes that encourage and support our least active communities to be more physically active.

227. The scale of the cuts means that we have to find savings from our physical activity programmes so next year we have to save over **£400,000 on these programmes**, with further cuts likely in future years.

228. We've prioritised lower cost and flexible services and will seek to shift some of our programmes away from the need for Council subsidy.

229. We will find £100,000 of the savings needed by reducing costs within Activity Sheffield – this will include reductions to management and administrative staff

230. We've analysed all services provided by Activity Sheffield in terms of potential savings and the numbers of people affected. Given the hard choices facing us, we've therefore identified those services which could offer us relatively:

- high levels of saving (i.e. they require high Council subsidy)
- low impact on participation if they were closed (i.e. have low visit levels or serve only a small area of the city)

231. Currently, Activity Sheffield services range from £5 subsidy per visit down to £1.80 per visit. So for example, closing a service requiring £5 subsidy per visit would save £5 for every visit affected by the closure, as opposed to other services where the saving made for each visit affected would be much lower

232. Our assessment has led us to focus first on those services which are delivered from our 3 fixed venues:

- 2 adventure playgrounds at Highfields and Pitsmoor

- Verdon Recreation Centre in Burngreave

233. All 3 are costly to operate with an average of almost £4.50 subsidy per visit. They also serve relatively small areas of the city and attract almost all of their visits from the immediate surrounding neighbourhoods
234. By comparison an Activity Sheffield frontline worker can operate across the city – using a range of indoor and outdoor venues. As a result, they offer a lower cost and more flexible alternative to our fixed venues. For example, a single worker can help 10,000 people get active at a cost of only £1.80 per person, compared to our fixed venues which average less than 20,000 visits at around £4.50 of subsidy per person
235. We therefore propose to withdraw the year round staffed programmes at the 3 venues and instead make them available to local groups on a **for hire** basis.
236. This means that community access can be maintained and local groups will have the opportunity to run their own activities at the venues on a regular or occasional basis.
237. The **outdoor play facilities** will remain accessible and free of charge to local people. Any lettings charges for use of the buildings will be consistent with our lettings policy. At the same time, the new approach will save us £200,000
238. We have a plan for the city's **swimming and diving squads** which operate at Ponds Forge to continue but without the current £100,000 subsidy from the Council.
239. Some of this saving will be achieved from increased fees paid by squad members. We believe this is reasonable given that our current fees are below those of nearby towns.
240. This will make, for example, our elite swim squad price will increase from £50 to £65 per month and in Rotherham the price is already £70.
241. The majority of the saving will come from operating efficiencies within the programme and increased contributions from the clubs. The result will be that the programmes will continue into next year without the need for Council subsidy.

#### Community Assemblies

242. Sheffield's 28 Wards are currently divided into 7 Community Assemblies (4 Wards per Assembly). These Assemblies help to decide how we deliver some



services at a local level. The current Community Assemblies structure is made up of all City Councillors and has decision making powers. It acts as a focal point for consultation and information in the local area.

243. An Officer Team supports each Community Assembly. Each Community Assembly is supported by Partner Panels, a Partnership structure made up of representatives from our services, the Police, Health, the Voluntary, Community and Faith Sector and Local Businesses amongst others.
244. Each Community Assembly also has an amount of money known as the discretionary grants budget to spend on local projects. It asks communities how this should be spent. Communities are also able to influence how local services are delivered and what their priorities should be.
245. The government funding cuts next year together with increasing pressures means we have to save £50 million during 2013/14.
246. We are doing what we can to protect services for people most in need of our help and support but the cuts mean major reductions to services.
247. In summary, we propose to stop funding Community Assembly and Locality Management teams at a combined cost of £995,000 and use £280,000 of the remaining fund to provide officers to support groupings of wards and area based structures.
248. In more detail, this would mean:
- That Community Assemblies cease to exist as part of our formal decision making structures but the geographical boundaries of the existing Community Assemblies will be kept to build on the strengths of the partner panels.
  - Setting up a ward based structure to support partnership working and delivery of some of our services. This would also support local City Councillors in their community leadership role, working closely with the communities and groups they serve.
  - Ending the £1.6 million Community Assemblies Discretionary Grant budget allocated across the 7 Assemblies and instead setting up a £300,000 ward based fund for the city.
  - To cease the £2.6 million investment in Locality Management and replace with an investment of £580,000 per year (£280,000 for staffing and

£300,000 for discretionary grants). This will generate £2 million savings per year.

### Libraries

249. To date, Sheffield Council has managed the cuts in library funding through reductions in opening hours, reducing staff through voluntary redundancy and managing without vacant posts. However, the extent of the cuts to the Council's budget means major changes are now unavoidable. The library service will have to save around £1.6 million over the next two years from a budget of £6.4m a year. With Government cuts continuing to 2018, further reductions in Council funding are inevitable.
250. The Council has conducted a review of library services looking at how the city's library service can be delivered in the long-term. As a result the council are looking for support from Sheffielders and beyond to develop a viable and economically sustainable library service for the future. We will launch an eight-week period where interested groups can come forward with ideas to help run their local library services. A prospectus will be made available where groups, individuals, businesses and small and medium enterprises can lodge their interest with proposals on how they could help run services in the city

### An Environmentally Responsible City

251. We want to attract, and work in partnership, with creative environmental companies to create a green energy and transport infrastructure necessary to reduce the city's environmental impact and to enhance our competitive advantage

### Vibrant City

252. Sheffield needs a vibrant city centre, a thriving arts scene, and a programme of events that supports the local economy and entertains the public.
253. The regeneration of the city centre over the last 10 years has been a major success.
254. Our arts organisations and our events programme play a key part in promoting the city, bringing visitors and investment into the city, and making Sheffield a great place to live.
255. We recognise that these are all important to the city's economy, the external profile of the city, and to the lives of the people that live here

256. We will therefore continue to invest a combined sum of over £5.5 million next year in the city centre, the arts and events. However, the scale of the cuts means that we have to find savings of over **£0.5 million in this area**, with further cuts likely in future years.

257. Our priority has been to come up with proposals that help:

- protect the quality of our daily maintenance and supervision of the city centre
- to minimise the adverse impact of cuts on the arts
- to maintain our events programme, with particular emphasis on those events which have significant economic impact.

#### City Centre

258. We've **prioritised city centre maintenance** and supervision and aimed to minimise the impact on the arts and events. Whilst our investment in the running and upkeep of the city centre has to take a share of the cuts, we've worked hard to minimise the impact on our frontline services such as:

- cleaning and maintenance
- upkeep of our key facilities such as the Winter Garden and Peace Gardens
- supervision of the city centre by our ambassador team

259. Instead we will achieve our savings on the city centre from increased operating efficiencies, and an increase in the commercial income we generate from the use of our city centre spaces by commercial organisations.

#### Arts Organisations

260. We will have to reduce our grants to 4 of our 5 regularly funded arts organisations although we will continue to invest in all of them. The 5 organisations are:

- Sheffield Theatres
- Site Gallery
- Showroom Cinema

- Museums Sheffield
- Industrial Museums Trust

261. There will be no grant reduction next year (or the following year) to the Industrial Museums Trust which runs Kelham Island and Abbeydale Industrial Hamlet. This was a condition of the trust's successful bid for a £1 million Heritage Lottery grant for Abbeydale.

262. Overall, we will reduce spend on the arts by around 8% next year (about £320,000). The impact on the 4 organisations directly affected by the cuts will be between 10% and 20%. We're confident that whilst these cuts will increase the operating pressure on these organisations, they will be able to manage the grant reduction within their business plans for the coming year.

#### World Snooker Championship

263. The World Snooker Championship is our biggest annual event and generates considerable economic impact and profile for the city.

264. The economic return on the event, combined with the city's current contractual commitment, means that there are no proposed cuts to our investment in the Championship next year.

#### DocFest

265. Similarly, though less well known to the wider public, the city's international documentary film festival DocFest also has major economic impact on the city's hotels, bars and restaurants, with national and international delegates filling the city centre for the best part of a week in June.

266. Given this economic return on a relatively modest investment by ourselves, there are no proposed cuts to our grant to DocFest next year.

#### Tour de France

267. Next year will also see a stage of the Tour de France end in Sheffield.

268. This is a massive opportunity for the city to capitalise on the popularity of the largest annual sporting event, which is watched by up to a billion people in 180 countries over the three week period.

269. The return on investment for hosting a stage of the Tour de France will be significant and will provide a welcome boost to businesses in Sheffield – particularly the leisure industry, which employs 5,000 people.

#### Other City Centre and Community Events

270. Beyond the major economic benefits from World Snooker, Tour de France, and DocFest, the city funds a number of city centre and community events. These include:

- Tramlines
- Off the Shelf
- Christmas Lights switch in the city centre
- Children’s Festival
- Sheffield Fayre
- Fright Night
- Cliffhanger
- Great Yorkshire Run

271. All of these will have to take a share of the cuts either in the form of reduced grant or reduced staffing support from us. The **average reduction will be around 25%** - although the exact reduction will vary by event.

272. However, our analysis suggests that all events will be able to continue next year – albeit on a smaller scale or a different operating model. The savings also include a reduction in our in-house events team.

### **Financing the 2013/14 Budget Requirement**

273. 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 2013/14. This section of the report sets out the overall summary position and the statutory determinations relating to total net expenditure and it’s financing. In accordance with the Local Government Finance Act 1992 (as amended by the Localism Act 2011) the Council is required to make a number of determinations. These will be set out in Appendix 6 and will include:

- a Budget Requirement (a “section 32 calculation”)
- a Council Tax Requirement (a section 31A94 calculation)
- a basis amount of tax (Band D equivalent)

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

### **Council Tax**

275. After taking account of the Revenue Support Grant, Business Rate income and Top Up Grant for 2013/14, the total amount to be raised from council tax amounts to £164.256m: this is the Council’s Council Tax Requirement.

### **Collection Fund**

276. 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 balance with no distribution of surplus or deficit.

### **Council Tax Base**

277. On 18 January, the Director of Finance, under delegated authority, approved the calculation of the Council Tax Base for the 2013/14 financial year. The amount of the Tax Base is 128,050 Band D equivalent properties.

### **Budget Requirement for 2013/14**

278. If the Council keep the Council Tax at the current level the Council will qualify for Council Tax Freeze Grant of £1.6m. This will mean the Budget Requirement for 2013/14 will be £477.430m. This is higher than the budget requirement for 2012/13 because of the inclusion of £38m of former specific grant in the Start Up Funding Assessment for 2013/14 and the inclusion of £36m of CTSS funding that replaces the former Council Tax Benefit Subsidy.

	2012/13 £'000	2013/14 £'000
Service Expenditure	468,449	479,072
LESS		
Council Tax Freeze Grant	(4,931)	(1,642)
Total Expenditure	463,518	477,430
<b>Financed by:</b>		
Revenue Support Grant	5,053	190,107
Business Rates	260,679	95,265
Top Up Grant	-	27,802
Council Tax	196,762	164,256
Collection Fund Surplus	519	-
Budget Requirement	463,518	477,430
Band D Council Tax (City Council)	£ 1,282.75	£ 1,282.75

### Council Tax levels

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

Band	Multiplier	Value (up to) in 1991	Chargeable Properties %	Tax £
A	6/9	£40,000	58.8	855.16
B	7/9	£52,000	15.8	997.69
C	8/9	£68,000	12.6	1,140.22
D	9/9	£88,000	6.3	1,282.75
E	11/9	£120,000	3.7	1,567.80
F	13/9	£160,000	1.7	1,852.85
G	15/9	£320,000	1.0	2,137.91
H	18/9	over £320,000	0.1	2,565.49
			100.0	

## Precepts

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

280. The budget proposals of the South Yorkshire Police & Crime Commissioner (PCC) and of South Yorkshire Fire & Rescue are to be finalised in February. The PCC proposals include an increase in council tax of 3.6%. Details of the final approved precepts will be submitted to Council on 1 March.

### Parish and Town Councils

281. The overall level of Council Tax needs to include the precepts of Parish and Town Councils that lie within the City's boundaries. The Precepts set by Parish and Town Councils are shown below together with the additional Band D Council Tax amounts.

	<b>Precept</b>	<b>Increase</b>	<b>Band D</b>
	<b>£</b>	<b>%</b>	<b>£</b>
Bradfield Parish Council	224,112	0	37.21
Ecclesfield Parish Council	145,310	1.9	14.22
Stocksbridge Town Council	108,131	5.0	26.61
Total	<u>477,553</u>		

## Legal Advice

### *Responsibility of the Chief Financial Officer*

282. 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.

283. There is a requirement for the authority to have regard to the report of the Chief Finance Officer when making decisions on its budget requirement and level of financial reserves. Details of Reserves are set out in a separate Appendix.



The view of the Director of Finance is that Reserves are low (compared to benchmarks) but are not inadequate.

284. 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.
285. The Local Government Finance Acts of 1988 and 1992 specify that the City Council determines its Revenue Budget before 11 March each year. The City Council is also required by Section 30 of the Local Government Finance Act 1992 to set its Council Tax after having determined its Revenue Budget requirement in accordance with the provisions of section 32 to 36 of the Act. Details of how the Council Tax has been calculated are included as part of the Council Tax resolution in this report, which is set out as required by legislation.
286. 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.
287. 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). 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 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.

288. 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

289. This Report concerns the position of the Revenue Account of the Council: i.e. the income and expenditure for the bulk of Council services other than those that are accounted for separately as part of the Housing Revenue Account. A separate report on the HRA budget was considered by Cabinet on 16 January 2013.

## The Outlook for 2014/15

290. As part of the Settlement announcement for 2013/14, the Government have issued a Provisional Finance Settlement for 2014/15. It was expected that this would present a more difficult picture for local government following the announcement of further funding reductions in the Autumn Statement.

291. For Sheffield the SUFA will reduce by approximately £30m compared to 2013/14. This is a reduction of 9.2% based on the Government's figures and is a bigger reduction than in 2013/14. It also includes a further assumed increase in business rate income of £3m (or 3%) which may not be attainable. The City Council would have to develop its own estimate of likely business rate income as part of the 2014/15 budget process. There are no details available of the level of specific grants.

	SETTLEMENT 2013/14 £000	PROVISIONAL 2014/15 £000	Difference £000
Start Up Funding			
Revenue Support Grant	190,107	156,981	-33,126
Baseline Business Rates Funding			
Local Share of Business Rates	98,672	101,698	3,026
Top Up Grant	27,802	28,654	852
Start Up Funding Assessment	<u>316,581</u>	<u>287,333</u>	<u>-29,248</u>

292. The Council Tax freeze Grant for 2011/12 that the City Council accepted was for a three year period and is therefore due to fall out in 2014/15. It is not known if the inclusion of the Grant in SUFA will mean that it will continue indefinitely. If this were also to be removed in 2014/15 it would mean that the overall level of funding would fall by approximately £35m.

293. On 30 January 2013 the Secretary of State announced his intention to propose different council tax referendum principles for 2014/15. Whilst no decisions have yet been taken it would appear that the rules regarding the exclusion of levies from the calculation will be changed. This follows concerns that the use of the relevant basic amount as a measure of excessiveness is creating anomalies particularly where a local authority's council tax requirement includes a large proportion of levies. This may provide some relief but at best, based on the council tax referendum trigger for 2013/14, would provide potentially no more than £1.6m of additional income.
294. The position for 2014/15 is therefore potentially more difficult than that for 2013/14. To enable the Council to begin planning a revised Medium Term Financial Strategy will be reported to Cabinet early in the 2013/14 financial year.

### **Treasury Management Strategy**

295. As part of its budget decision the Council is required to approve a Treasury Management Strategy for 2013/14. Treasury Management relates to the management of the Council's investments, borrowings and cash flows.
296. The Council's Treasury Management activities are required to comply with the CIPFA Code of Practice on Treasury Management which sets out the controls over the risks associated with those activities and looks to achieve optimum performance consistent with those risks.
297. 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.
298. The Sheffield City Council Treasury Management Strategy for 2013/14, including the proposed Prudential Indicators and Minimum Revenue Provision Policy, is set out in Appendix 7. The responsibility for day to day management of the Council's treasury management activities rests with the Director of Finance and it is recommended that authority for undertake treasury management activity and reporting on this be delegated to the Director of Finance.

## **Financial Implications**

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

## **Workforce Impact**

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

301. The potential workforce impact arising from the recommended actions to set the 2013/14 Budget equates to a reduction of approximately 400 full time equivalent posts. The BIPS attached at Appendix 3 contain details of these reductions. This will be managed, in the first instance, through deleting vacant posts, voluntary early retirement (VER) and voluntary severance (VS) schemes where appropriate and then through the Council's Managing Employee Reductions (MER) procedure to achieve the balance of reductions and redesign services.

302. VER/VS activity and the outcomes of MER processes have been the subject of Equality Impact Assessments as described below and will continue to be monitored on an on-going basis to ensure there is no disproportionate impact on any group within the workforce.

303. Consultation is taking place with the trade unions at a corporate and portfolio level to identify opportunities to mitigate redundancies.

## **Pay Policy**

304. In accordance with the Localism Act, the Council is required to publish a Pay Policy for 2013/14. This will be reported to Council on 1 March.

## **Equality Impact**

305. 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

306. Having due regard to these involves:

- Removing or minimising disadvantage suffered by persons
- Taking steps to meet the needs of persons with different characteristics
- Encouraging people to participate in public life
- Tackling prejudice and promote understanding.
- Taking steps to take account of disabled persons' disabilities

307. This means that we need to understand and assess the effect of our proposals, policies and practices on different groups of people. One of the ways in which we do this as a Council is through conducting Equality Impact Assessments (EIAs). We have undertaken both a corporate EIA on the budget as a whole, as well as individual EIAs on the various proposals that are being recommended as part of the budget. These are available on the Council's website at: [Equality Impact Assessments](#).

308. The Council wide EIA and the individual service EIAs on budget proposals that underpin it are focussed on the impact on the protected characteristics set out in the Equality Act 2010. These include age, disability, race, sex, sexual orientation, religion/belief, transgender, and pregnancy & maternity. In Sheffield, we have also decided to assess the impact on other areas such as the Voluntary, Community and Faith sector, socio economic disadvantage, carers and cohesion.

309. Decisions will affect different people in different ways. It is possible that decisions will have a disproportionate impact on some groups in comparison to others, even if this is not the intention. We use the impact assessments to help us identify and avoid any unintended consequences of the proposals developed. These could, for example, be disproportionate impacts on different geographic locations, different communities such as lone parents, younger or older people or BME communities as well as the cumulative effect of any decisions made.

310. All budget proposals have undergone an initial impact analysis to decide whether there was likely to be disproportionate negative impact on different groups of people. Where this was identified as disproportionate, having medium or high impact, full EIAs were carried out.

311. Inevitably when funding is reducing year on year at the scale that we are experiencing, there will be an impact on the front-line services we deliver and on some of the work we do with groups who share a protected equality characteristic. We have tried to minimise the impact on groups as far as possible, however we have to make some really tough choices. We are being guided in these choices by our priorities.
312. A commitment to fairness and social justice is at the heart of the Council's values and is reflected in the budget options 2013/14. We believe that everyone should get a fair and equal chance to succeed. However we recognise that some people and communities may need extra help and support, particularly when they face multiple layers of disadvantage and discrimination. Equality of opportunity is not about 'treating everyone the same' but recognising that everyone has different needs and that these are met in different ways.
313. As part of the development of options for the 2013/14 budget, officers have built on earlier consultation where feedback has overwhelmingly supported the Council's priority of protecting services for those that most need help and support, and undertaken a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by people who may be affected by decisions taken as part of the budget, and to ensure that they have had an opportunity to put forward other ideas for consideration. For example, our proposals, if accepted, would lead to a net reduction in the Council's social care service budgets of less than 5% – about half the reduction being made to the budgets of other services. And, there would be no reduction at all to our adult safeguarding or child protection budgets.
314. Impact analysis is started early in the process of considering service changes to ensure we can involve relevant individuals and groups and understand any negative impact. Equality considerations do not preclude cuts or changes in services being made, but do require that these be fully understood, both at an individual decision level, as well as corporately.
315. These considerations have been discussed with Members in advance of any decision being taken at Cabinet or Full Council, including briefing all relevant cabinet members on impact assessments related to proposals in their area of responsibility. Action plans for individual EIAs are designed to ensure that the services concerned implement reductions with as little negative impact as possible for the customers involved. There will be careful management and control of each reduction.

### ***Assessment of Impact***

316. Our response to this funding challenge has been firstly to find more efficient ways of delivering our services. Next year, around £20m of the savings we make will result from efficiencies that should not impact on frontline services. These savings are possible because we have spent time modernising the Council so that we can reduce costs. However, the size of the financial challenge means that efficiency savings alone will not enable us to balance our budgets and so we will be reducing the Council's investment in services next year and in future years. We have provided an outline of our key proposals below under the headings of our Corporate Plan – '[Standing up for Sheffield](#)'.
317. Many of these reductions or changes in provision will occur during the next year and we will be monitoring the impacts on individuals and groups to ensure that any potential negative impact is reduced as far as possible. Our EIAs are 'live' documents and will be subject to change, as proposals or evidence of impact changes.

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

318. To help us identify possible impacts requires an understanding of how the city is made up and the issues people face. The recent Census and other data shows:
- Sheffield's population has grown above the national average and the City Region, rising from 513,000 in 2001 to 552,698 at the time of the 2011 census. This is currently projected to increase to around 600,000 by 2020. This has resulted from increases in births, net inward migration and longer life expectancy. Resident live births in the city rose from 5,530 in 2002 to 6,510 in 2010, with the largest increases occurring in the three wards of Firth Park, Southey and Burngreave.
  - Sheffield is a diverse city and the ethnic profile continues to change, with the proportion of residents classifying themselves as non-British white growing from 11% in 2001 to 19.2 % in 2011. The largest proportional increases occur in the Arabic, East European, Indian and Chinese communities. Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas of the city with high proportions of BME people – these areas tend to correlate with areas of higher deprivation.

- Sheffield has a higher proportion of its population aged 65 years or over (16.7 % or 85,700 people) than the other English Core Cities. This is projected to increase, with the largest increase in the number of people aged over 85. In 2011 9,000 older people received support from the Council and by 2025 it is estimated that there will be an increase of 21% in people over 65 years old unable to manage at least one self-care activity (such as washing or dressing) on their own.
- 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. There are 29 (out of 100) neighbourhoods in the city that are included within the most 20% deprived within England, in total accounting for 28% of the city's population.
- 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 Benefit. These figures are likely to change as a result of the Welfare Reform changes being introduced during 2013.
- Residents' incomes are around 10-15% lower than the national average. In addition Sheffield is ranked 6th out of 326 against other Local Authorities for low income, though average weekly incomes rose slightly in 2012 from £436 to £441. In April 2012, the proportion of the working age population in Sheffield that were claiming Job Seekers Allowance (JSA) was 4.6%, almost a fifth higher than the national average of 3.7%. Although the number of people claiming unemployment benefits has doubled in less than three years, unemployment rates actually fell slightly last year (by around 1%), although this fall was lower than the national average of 1.9%.
- In line with national change, there has been a sharp increase in the number of smaller households in Sheffield. There are also greater numbers of females than males in the population, due largely to higher life expectancy for women. While the pay gap between men and women has been reducing, there is still evidence that in general men are paid more than women, with the pay gap standing at around 9.6% for work of equivalent value.
- There are over 105,000 adults with a long term limiting illness, equivalent to around 20% of the population. Disability Living Allowance claimants in



Sheffield have increased from 26,450 in 2002 (5.1% of the population) to 32,790 in 2011 (5.9%) in 2011.

- Although the city is becoming healthier for most people, health inequalities across neighbourhoods remain and are in some cases widening, with particular individuals and groups remaining or increasingly vulnerable, in particular older people, the young and some women and some ethnic minority groups. People in the most deprived parts of Sheffield still experience poorer health and die earlier than people living in the rest of the city.

### ***Equalities Impact Overview***

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

320. Headline features of the combined Impact Assessment show:

- Services will be looking to increase charges as a way to maintain service levels. We implemented a fair charging policy last year and we will, where possible, mitigate any increases with fee concessions where relevant for people on low incomes. However, the increases will impact on people experiencing financial exclusion.
- Many services are continuing to restructure services and teams and as a result staffing levels across the council have reduced. Last year the majority of changes were managed through voluntary severance schemes. In 2013/14 we will be reducing the workforce by approximately 500 further posts. Monitoring from the past year indicates that there has been no disproportionate impact on those who share a protected characteristic. See workforce implications section below.
- Last year we were able to keep reductions to the Voluntary and Community Sector generally lower e.g. only 5% on Grant Aid. This year however due to the year on year reductions to our funding, this will not be possible. These reductions have continued longer than we were hoping and therefore there will be larger impact on the VCF sector across Portfolio budgets. 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, although we are working to mitigate this.

- We will, target resources to those most in need and at risk, help people to be more independent and to make their own choices, intervene earlier and do more preventative work, get even better value for money in the services we purchase and be innovative in service commissioning and design.
- We are committed to ensuring that where money is spent it is targeted at those who most need our support and are working to encourage sharing services and back office costs e.g. in the advice centres, to reduce impact where possible on front line services. We are also continuing to invest in the VCS, for example, through grant fund funding and housing related and enablement support.

321. When considering the impact on the VCS the importance of this 'social value' is recognised by the 'Best Value' guidance<sup>1</sup>, which was published by the Government in September 2011. This states that authorities have a duty<sup>2</sup> to consider the impact of budget reductions on VCF or other organisations that have a 'social value'. 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
- continue detailed consultation with customers and other stakeholders as specific activities are implemented

322. The Public Services (Social Value) Act will from January 2013 require us to take social value into consideration when we commission services. In practice it is likely that a significant number of reductions will be newly commissioned services rather than cuts to existing contracts.

---

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

<sup>2</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>

323. The Impact Assessment also highlights some positive implications of budget proposals. Examples include efficiencies relating to the implementation of the personalisation of social care provision that will give existing and future customers increased choice and control over support to meet their eligible needs, and reshaping transport to provide services which promote independence.

### ***Portfolio Impact Assessments***

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

325. In the **Place Portfolio**, the majority of in depth EIAs were for budget proposals affecting culture and environment. Key impacts identified related to socio economic issues, voluntary and community sector, and the Council workforce. There were relatively few impacts that specifically related to age, disability, maternity/ pregnancy, race, religion/belief, sex, sexuality and transgender. Some areas with potential for differential impact include:

326. Proposed increases in service fees/charges for a number of different services including car parking, H road markings, rat collection, parks, bereavement, etc. Services are attempting to mitigate the impact of such increases, but inevitably any increase in fees/charges may have some socio-economic impact the less well off.

327. Budget proposals in Public Health and in Culture and Environment where some Voluntary or Community Sector organisations are having their budgets or subsidies reduced. Officers will work closely with the groups concerned to minimise the impacts wherever possible, but some degree of negative impact is inevitable

328. In **Deputy Chief Executives** most initial impacts were 'equality neutral' or low i.e. the proposals will not have a disproportionate impact. However, a small number of proposals relating to grants to the voluntary sector and third sector infrastructure required full Impact Assessments. In all these areas mitigating actions have been identified and will be implemented as part of EIA action plans.

329. In **Resources** as set out in the report to Council on 23 January 2013, an EIA has been undertaken to assess the impact of the approved Council Tax

Support Scheme. The approved scheme will cap entitlement to Council Tax Support at 77% of Council Tax liability for working age customers and a small number of non protected pensioners. The vast majority of pension age customers are not affected by this change. The EIA has highlighted that within the protected characteristic groups there are likely to be households who are more impacted than others by this change. However the Council does not hold sufficient information to make informed decisions on the impact that this change will have on all of those affected. To mitigate this we have committed in the EIA action plan to monitor the impacts so that we can better understand who is affected and we have provided a hardship fund of £0.5m which will provide personalised targeted assistance to address the needs of the most financially vulnerable customers affected by this change.

330. In the **Children, Young People and Families** Portfolio and there are a number of areas where the impact assessments highlight risk of differential impact. These include proposals for restructuring of youth services; careers; the early years review including grant funding; denominational transport; public health; voluntary and, community sector support; and internal restructuring resulting in staffing reductions.

331. The year on year reductions, the ending of external funding arrangements, and the transfer of funding to schools will have a considerable impact. As a consequence of the scale of the reductions, we have not been able to continue with some specific programmes. Where external funding has ceased, it has been recognised that there is a potential that replacing activity would significantly impact on other areas of activity. We will also look at accessing devolved resources, including pupil premium, through traded services to schools to fund additional activity.

332. For example, over the past two years the funding available for early years services has reduced, and we are expecting a further £6.8m reduction in the coming year (approx 27%). We are therefore, having to make some difficult decisions on how to reduce our spending, how we provide early years' and young people's services and rethink how we organise them across the city. This will mean significant changes to the early years and the youth services we pay for in the city and a focus on a reduced number of 'youth hubs' in areas where facilities and activities for young people are lacking.

333. Mitigations include:

- Savings in management, administration and premises costs where possible

- Targeting funding to the most vulnerable and at risk, families and young people, early intervention, with support services that are flexible, accessible and of high quality.
- Focussing our reduced budgets on the services that will make the biggest difference to children and young people in Sheffield

334. The **Communities Portfolio** and Adult Social Care in particular, by definition, provide services to vulnerable, disabled and older people. Savings in this area have the potential to impact upon the protected groups. However, some of the proposals involve offering a choice of more cost effective solutions to individuals, or reflect the impact of self directed services where individual choices are resulting in less demand for particular types of services and these will have few equality impacts.

335. However there are a number of areas where initial impact assessments highlight the risk of differential impact and therefore needed full EIAs. Examples of these proposals are: changes to dementia services; community assemblies and locality management; equipment and adaptations; city wide care alarms; housing related support proposals; transformation of reablement services; individual travel plans; mental health commissioning; libraries; assistive technology; homelessness services and hostel provision; adult placements and transformation of day care services. There has also been a focus on internal restructuring and a reduction in management costs resulting in reduced staffing.

336. Key mitigations include:

- Making savings in restructuring and premises costs and by being innovative in approach whilst protecting the most vulnerable people who need our help and support
- Working with individuals, carers and families to find better ways to meet their needs and investing in prevention, early intervention, support planning, providing and arranging care and support.
- Focusing on helping people regain as much of their independence as possible (reablement). We will provide less care directly ourselves but work with individuals to find and give them control over care and support provision that meets their needs.

- Working with service providers to reduce the costs of services thereby minimising the impact on service users, in some cases however, we may need to reduce the hours available to individuals.

337. However with such significant reductions to our budgets, there will be changes to some of our services and how we deliver them. The year on year reductions and the scale of the savings required, mean there will be impacts upon protected groups. Actions to monitor and mitigate impact on quality and customer satisfaction are increasingly important elements of EIA action plans and will form part of the performance management of all services across Communities.

***Managing Impact: Mitigation***

338. Our overall approach is to protect frontline services, reshape and streamline how we manage services and restructure teams to make savings. However, the impact assessments show that the year on year reductions and the scale of the savings required mean there will be impacts upon protected groups.

- In all these areas mentioned above, some mitigating actions have been identified and will be implemented as part of EIA action plans. For example, working with partners and working closer with other agencies to make better use of shared resources. However given reductions there will inevitably be negative impacts.
- Working with external providers to achieve better value for money in the services we purchase for people.
- Continuing where possible with successful schemes from last year that impacted positively such as the apprenticeship schemes, employability programmes, grant aid and self directed support. For example we will deliver the City Deal programme designed to deliver 4,000 new apprenticeship places.
- Reshaping our Employability Programme to help those furthest from the labour market e.g. disabled jobseekers including people who experience mental health conditions and we will work hard to help long-term unemployed young people into training and work.

339. We also want Sheffield communities to continue to be safe and secure and the budget proposals will continue to help to create sustainable and cohesive communities, and protect the most vulnerable.

340. Although there are very difficult choices, our impact assessments illustrate our approach to mitigate negative impacts where possible. Although given the scale to the reductions we know there will be some impacts including newly emerging issues as changes come into force impacts. Though our 'live' EIA process we will be monitoring closely any adverse equality impacts as reductions and changes in provision occur during the next year.

### **Human Resources Impact Overview**

341. The council believes that the composition, skills, and commitment of the workforce are vital factors in our ability to deliver responsive, personalised services. Over the last decade the Council has transferred many services to the private and voluntary sector. Council employed staff now account for only about a third of the Council's spending. This is much lower than in many other local authorities and means that much more of our budget is spent through other organisations, like Veolia, our waste management partner. Currently, there are also two major changes to the Council's staffing profile underway, with staff from Public Health and Sheffield Homes joining the Council workforce in April 2013.

342. We continue to monitor workforce issues, and are aware of the need to address under-representation of women in middle management roles: the gap between the Black and Minority Ethnic (BME) and disability profile of the city and the Council's workforce: and skills shortages in some service areas. We are also aware of:

343. A degree of occupational segregation with a high proportion of women in the Communities and Children and Young People and Families portfolio workforces and a high percentage of men in Place portfolio

344. Under-representation of disabled, BME and lesbian, gay, bisexual and trans (LGBT) in the workforce and especially for disabled and BME staff at senior levels

345. Given the amount of internal restructuring as a result of the proposals, and possible staff reductions of a further 500 posts in 2013/14, a number of workforce EIAs within Portfolios and Council wide have been completed.

346. These show possible changes to the diversity of the workforce as a result of staff restructuring and MERs (Managing Employee Reductions) required from some of the budget proposals. However, it is not yet possible at this stage to predict the exact impact of these processes upon workforce diversity. We will

continue to work within our current policies and procedures, which promote workforce diversity to reflect 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.

347. Workforce related Impact Assessments are periodically updated and have for example been undertaken as part of Managing Employee Reductions (MER) including Voluntary Early Retirement (VER) and Voluntary Severance (VS), increment freeze and the living wage. Last years monitoring of the Managing Employee Reductions (MER) and VER/VS schemes showed no negative disproportionate impact on people who share a protected characteristic and had positive impacts in line with our workforce diversity strategy.

## Recommendations

348. Members are recommended:

- a) to approve a net Revenue Budget for 2013/14 amounting to £477.430m;
- b) to approve a Band D equivalent Council Tax of £1,282.75 for City Council services, i.e. at the same level as 2012/13;
- 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 of £477.430m 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 2012/13, in accordance with sections 32 to 36 of the Local Government Finance Act 1992;
- e) to note the information on the precepts issued by the South Yorkshire Police Authority and the South Yorkshire Fire and Civil Defence Authority, together with the impact of these on the overall amount of Council Tax to be charged in the City Council's area.
- f) to note the latest 2012/13 budget monitoring position;
- g) to approve the Treasury Management and Annual Investment Strategies set out in **Appendix 7** and the recommendations contained therein;



- h) to approve the Minimum Revenue Provision (MRP) Statement set out in **Appendix 7**;
- i) to agree that authority be delegated to the Director of Finance to undertake Treasury Management activity, to create and amend appropriate Treasury Management Practice Statements and to report on the operation of Treasury Management activity on the terms set out in these documents.

John Mothersole  
**Chief Executive**

Laraine Manley  
**Executive Director, Resources**



## APPENDIX 1

### COST AND DEMAND PRESSURES FOR 2013/14

	<b>£000</b>
<b><u>Children Young People &amp; Families</u></b>	
• Reduction in external funding	600
• Loss of funding transferred to academies	1,500
• Unfunded legal costs associated with academy conversions	200
• Increased demand in Fostering, Adoption, Placements and Contact Contracts.	1,150
• Cost of 1% pay award	709
• Inflationary pressures	630
• Additional costs of children on remand due to legislative changes	700
• Additional ICT costs	231
<b>Total CYPF</b>	<b>5,720</b>
<b><u>Communities</u></b>	
• Reduction in external funding	1,648
• Cost of 1% pay award	583
• Increase in demand for adult social care service	2,660
<b>Total Communities</b>	<b>4,891</b>
<b><u>Place</u></b>	
• Reduction in external funding	449
• One-off costs associated with closure and/or refurbishment of sporting venues	593
• Cost of 1% pay award	380
• Contractual inflation and waste management service pressures	564
• Inflationary pressures	406
<b>Total Place</b>	<b>2,392</b>
<b><u>Deputy Chief Executive</u></b>	
• Loss of time-limited funding	100
• Cost of 1% pay award	35
• Additional costs of running local elections including the replacement of obsolete elections software	70
<b>Total DCX</b>	<b>205</b>

<b><u>Resources</u></b>	
• Contractual inflation	1,179
• Additional cost of repaying investment programmes	1,102
• Reduction in income on traded services due to reduced transport activity across the Council	1,062
• Cost of 1% pay award	279
• Other miscellaneous pressures	33
<b>Total Resources</b>	<b>3,655</b>
<b>OVERALL TOTAL PRESSURES</b>	<b>16,863</b>

# Children Young People and Families

	BIP ref	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
<b><u>BUSINESS STRATEGY</u></b>				
Organisational Development	CYP 1	4,283	943	3,340
Strategic Support Services	CYP 2	296,968	310,464	-13,496
Information Systems	CYP 5	5,455	5,691	-236
Contract Services	CYP 7	15,021	13,103	1,918
Resources Support Services	CYP 9	16,188	15,370	818
Childrens Commissioning	CYP 11	712	501	211
		<u>338,627</u>	<u>346,072</u>	<u>-7,445</u>
<b><u>CHILDREN &amp; FAMILIES</u></b>				
Prevention and Early Intervention	CYP 12	11,777	4,508	7,269
Fieldwork Services	CYP 14	17,512	1,252	16,260
Health Strategy	CYP 20	3,589	845	2,744
Learning Difficulties and Disabilities	CYP 22	2,580	856	1,724
Policy and Service Improvement	CYP 24	555	91	464
Placements	CYP 26	16,224	2,158	14,066
Provider Services	CYP 30	19,465	2,499	16,966
Safeguarding Children	CYP 35	2,865	1,385	1,480
Early Years	CYP 37	8,406	1,543	6,863
		<u>82,973</u>	<u>15,137</u>	<u>67,836</u>
<b><u>INCLUSION &amp; LEARNING SERVICES</u></b>				
Planning Places & Admissions	CYP 40	2,237	1,439	798
SEN & Targeted Services	CYP 42	16,271	14,319	1,952
Universal Services to Schools	CYP 44	10,451	7,100	3,351
		<u>28,959</u>	<u>22,858</u>	<u>6,101</u>
<b><u>LIFELONG LEARNING SKILLS &amp; COMMUNITIES</u></b>				
Employment and Skills	CYP 46	5,264	2,391	2,873
Family and Community Learning	CYP 48	6,888	6,803	85
14-19 Partnership	CYP 51	4,210	3,799	411
Performance & Partnerships	CYP 53	1,288	590	698
Strategic Support	CYP 55	1,431	663	768
Youth	CYP 57	13,508	3,561	9,947
		<u>32,589</u>	<u>17,807</u>	<u>14,782</u>
		<b>483,148</b>	<b>401,874</b>	<b>81,274</b>



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

Description of core purpose of Planning Entity	This reflects the corporate recharge to schools in relation to the traded Human Resource Service and is funded by the Dedicated Schools Grant.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,283	(942)	3,340		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	BUSINESS DEV & SCHOOL DELIVERY				
Description	This reflects the corporate recharges to schools in relation to human resources services to Schools and is funded from the dedicated schools grant				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	313	313	(313)	-

Line	A3				
Activity	RECRUITMENT				
Description	This service provides Criminal Records Bureau (CRB) checks for Schools and is funded from the Dedicated Schools Grant				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	228	228	(228)	-

Line	A4				
Activity	STAFF COSTS				
Description	This relates to the cost of school staff retiring early, the cost of redundancies in schools and the cost of schools staff carrying out Trade Union duties				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	3,540	202	3,742	(402)	3,340

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

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

Description of core purpose of Planning Entity	This budget contains funding for Sheffield's 170 schools, together with schools contingency funding and support for schools educational initiatives.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	296,968	(310,463)	(13,496)	2.00
Total Savings Made			(3,200)	8.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	FINANCIAL SUPPORT SERVICES				
Description	Sickness Insurance scheme for schools funded by premiums paid by schools.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(300)	3,555	3,255	(3,255)	-

Line	A2				
Activity	MANAGEMENT REVIEWS				
Description	This budget contains schools contingency funding and support for schools educational initiatives				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(165)	(165)	(6,565)	(6,731)

Line	A3				
Activity	SCHOOLS CONTINGENCY				
Description	The Schools Contingency Fund consists of resources set aside from the delegated schools budget, with the agreement of schools, for specific purposes linked to limited term school related projects. Also includes Capital Commissioning which identifies CYPF capital priorities across schools, early years, children's homes and youth centres. It then commissions the build or maintenance solution from Property and Facilities management.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	112	293,767	293,878	(300,643)	(6,765)





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

Line	B2					
Activity	Academies Dedicated Schools Grant					
Description	£1.5m is divided equally between 3 areas; distribution of ICT charges; delegation of Dedicated Schools Grant (DSG) related to vocational education; and delegation of Dedicated Schools Grant (DSG) related to Academy contributions to those newly delegated areas, which have agreed to be centrally retained by maintained schools. The pressure is mitigated by creating efficiencies in the centrally held Dedicated Schools Grant (DSG) budget itself (the 1% reduction) alongside reshaping of services and income generation from academies.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	8	(300)	(1,200)	(1,500)	-	(1,500)

Line	B4					
Activity	Savings to be allocated across the services					
Description	This includes (£1.4m) Free Early Learning (now funded by Dedicated Schools Grant) and pressure due to population increase mitigated through current service models.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(1,500)	(1,500)	-	(1,500)

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

Description of core purpose of Planning Entity	This service provides information technology infrastructure and support to the Children, Young People and Families Portfolio (CYPF).
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	5,455	(5,691)	(236)		28.25
Total Savings Made			(180)		1.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	ICT CONTRACT				
Description	This service provides information technology infrastructure and support to the Portfolio.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	3,337	3,337	(3,698)	(361)

Line	A2				
Activity	MANAGEMENT INFORMATION				
Description	The service includes Schools' Management Information Systems; Development Team; Information System Team (Social Care); and Improving Information Sharing and Management (IISaM).				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28	937	1,181	2,118	(1,992)	126

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

Line	E1				
Activity	Inflation				
Description	ICT contract				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	16	16	-	16

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

**Section 3: Summary of Savings**

<b>Line B1</b>					
Activity Reduction of development budget and vacant post					
Description Reduction of a development budget and staffing efficiencies.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
1	(35)	(31)	(66)	-	(66)

<b>Line B2</b>					
Activity Mitigation of ICT pressure/Broadband Services					
Description This saving is being delivered through increased income.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	(114)	(114)	-	(114)

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

Description of core purpose of Planning Entity	Contract Services provides the Schools Food Service (SFS) together with Emergency Planning, Business Continuity and Independent Travel Training.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	15,021	(13,103)	1,918	18.91
Total Savings Made			(248)	0.38

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	CONTRACT SERVICES					
Description	Contract Services provides the Schools Food Service (SFS) together with Emergency Planning, Business Continuity and Independent Travel Training. The SFS provides strategic support and advice to schools on catering and client and contract management of the Sheffield Central Schools Catering Contract. Emergency Planning and Business Continuity arrangements are managed on behalf of the Portfolio, working closely with the corporate team, while the Independent Travel Training team work with children and young people with Special Educational Needs, who have the potential to be trained to travel independently, to and from their educational settings, rather than having to travel via taxis or minibus.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	19	554	14,467	15,021	(13,103)	1,918

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

### Section 3: Summary of Savings

Line	B1					
Activity	School Food Service					
Description	Compliance and Development Officer service to be restructured to reflect the appropriate structure for the schools food service catering contract. Additional income as a result of growth of catering traded service.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0	(15)	-	(15)	(10)	(25)

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

Line	B2					
Activity	Business Continuity					
Description	Additional income as a result of incremental growth of the new traded service 2012/13.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	-	(16)	(16)

Line	B4					
Activity	Independent Travel					
Description	We will work closely where appropriate, with parents and carers, children and young people to maximise opportunities for Independent Travel Training.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(175)	(175)	-	(175)

Line	B5					
Activity	Special Education Needs (SEN) Transport					
Description	Parents/Carers of children with Special Education Needs are able to choose to transport their own children to their educational setting.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(32)	(32)	-	(32)

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

Description of core purpose of Planning Entity	This area delivers Business Strategy Support Services, Advice and Conciliation, External Funding , income from the 3rd party use of property and insurance cost of property and other cover including employee liability cover. Other central Portfolio budgets are included in this area such as the ICT contract charges, stationary and office consumables and payroll costs.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	16,188	(15,371)	818	36.38
Total Savings Made			(95)	3.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CENTRAL SUPP COSTS (INC SLAS)				
Description	This area delivers Business Strategy Support Services, Advice and Conciliation, Free Entitlement Funding for 3 and 4 year olds, school income for the mandatory and contents insurance and other cover including employee liability.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36	1,707	12,827	14,534	(14,533)	1

Line	A2				
Activity	PENSIONS				
Description	Pensions and Early Retirement - Contribution to early retirement fixed cost of pension for school staff.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	1,653	1	1,655	(838)	817





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

Description of core purpose of Planning Entity	This 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 wellbeing.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	712	(501)	211	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	CHILDREN'S COMMISSIONING				
Description	This 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 wellbeing.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	320	392	712	(501)	211

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

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

Description of core purpose of Planning Entity	Providing intensive family projects, working with children on the edge of care, supporting families to achieve their full potential. Working in partnership to ensure families receive effective support, preventing families needing to progress to more intensive statutory services eg Social Care or Child & Adolescent Mental Health Services. Multi Agency Support Teams work to eradicate social exclusion, improve health/wellbeing, address antisocial behaviour for those children and young people at risk
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	11,777	(4,508)	7,269	228.58
Total Savings Made			(163)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	DEVELOPMENT AND QUALITY ASSURANCE					
Description	The budget funds staff within the Prevention and Intervention team. Provides strategic development quality assurance and the delivery of strategic parenting managing and developing commissioned contracts.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	13	508	287	795	(525)	270

Line	A2					
Activity	MULTI AGENCY SUPPORT TEAM					
Description	The delivery of whole family support services within a locality, supporting families to achieve their full potential, providing a local access point for families, schools and other service providers in Sheffield. Timely response to requests for support and work in partnership to ensure families receive an effective package of support to prevent families needing to progress to more intensive, statutory services for example Social Care or Children and Adolescent Mental Health Services (CAMHS). Multi Agency Support Teams (MAST) also work jointly with families and those exiting intensive services to ensure the family consolidate and remain focused on the improvements, reducing risk of children coming into the care system.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	180	5,148	723	5,871	(3,404)	2,467

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

Line	A3					
Activity	STRATEGY & PROJECTS					
Description	Multi Agency Support Teams (MAST) services work to eradicate social exclusion, improving health and well being, addressing anti social behaviour; for those children and young people at risk. Services have been designed to engage children and their families before problems become entrenched and spiral, causing costly long term damage. In 2012/13 this budget area included funding for 2 year old Free Early Learning expenditure. Delivering Family Support Services through the Successful Families initiative engaging 1,680 families by 2015					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	35	1,296	3,815	5,112	(580)	4,532

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

Line	E1					
Activity	Inflation					
Description	Additional costs resulting from 1% pay award and additional ICT costs					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	65	29	94	-	94

### Section 3: Summary of Savings

Line	B2					
Activity	Potential Pay award & additional ICT costs					
Description	ICT pressure will be mitigated by efficiencies in business units, through natural turnover and vacancy management.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	(65)	(29)	(94)	-	(94)

Line	B5					
Activity	Reduced sickness and use of Agency					
Description	We are currently reviewing the use of agency and the level of sickness in collaboration with HR colleagues. This involves a quality review of the existing initiatives to develop recommendations and maximise benefits, deploying HR support, developing in house manager capacity and options for alternate working arrangements.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	(69)	-	(69)	-	(69)

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

Description of core purpose of Planning Entity	Works with families in crisis to prevent breakdown, statutory responsibility around legal orders, child protection keyworkers. Courts impose contact requirements on service for Children in Care during and after proceedings. Hospital Social Work Team covers Jessop's and the Children's Hospital working with pregnant mothers to undertake pre-birth assessments and formulate appropriate plans. Responsible for social worker/young person advisors for looked after children and Care Leavers.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	17,512	(1,252)	16,260	362.88
Total Savings Made			(691)	4.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	ASYLUM				
Description	Responsibility for social worker and support worker for Unaccompanied Asylum Seeker Children (UASC) involves supporting and planning UASC through the asylum processes and appeals processes in tribunals and courts; working to asylum legislation and care leavers legislation. Strong operational and strategic relationships with United Kingdom Border Agency and reports through an elected members group. An internal review panel operates to track all cases and keep plan tight within timescales; and linkage with the Immigration Panel.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	263	263	(60)	203

Line	A2				
Activity	CENTRAL MGT & BUSINESS SUPP				
Description	Central Management and Business Support Service consists mainly of the staffing costs supporting the Fieldwork and Fostering and Adoption services. This activity includes business support and business support Management and the administrative running costs of Fieldwork and Fostering and Adoption services. Supporting Fieldwork and Provider services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
102	2,297	381	2,678	(57)	2,621

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

Line	A3				
Activity	FIELDWORK STRATEGY				
Description	<p>Contract for services to work with families in crisis to prevent breakdown. Intensive support &amp; counseling around substance abuse.</p> <p>Cost of proceedings including court fees and third party experts.</p> <p>Contact Contracts is demand led as courts impose contact requirement on service for children in care.</p> <p>Multi systemic therapy – an intensive programme to keep 11+ at home reducing care and custody numbers.</p> <p>Implementation and development of a service record management system</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	31	3,218	3,249	(1,135)	2,114

Line	A4				
Activity	OUT OF HOURS, HOSPITALS & PROJ				
Description	<p>The Hospital Social Work Team covers Jessops and the Children's Hospital. They work with pregnant mothers with their first child or who have none of their previous children living at home to undertake pre-birth assessments and formulate appropriate plans. They receive referrals from the Children's Hospital on children admitted or identified through Accident and Emergency or wards who are not currently allocated to Social Care. It is a 9 week service and transfers to appropriate area long term teams</p> <p>The Out of Hours service operates links to the 101 Shared Service to receive referrals from Social Care, the general public and other agencies where there is concern about a child's welfare where there is a need for an immediate response as a result of significant harm or the risk of family breakdown.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
17	833	89	922	-	922

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

Line	A5					
Activity	PERMANENCE & THROUGH-CARE					
Description	<p>Provides social worker/support worker services for Looked After Children (LAC) and Care Leavers and planning and commissioning of services, where decision is for them to remain in care.</p> <p>The age range covers 5 to 25 years, planning for transitions to young adulthood with a wide ranging and varied network of partnerships ; Inclusion and Learning Service and Lifelong Learning and Skills Service; fostering; residential; and private providers of 16 plus accommodation; universities; Further Education colleges, Multi-agency service with midwives; dentist drop-in; apprenticeships; mental health; Multi Agency Psychological Service.</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	52	1,654	1,064	2,717	-	2,717

Line	A6					
Activity	SERVICE AREA EAST					
Description	<p>The teams are made up of 9 weeks service and the long term teams and include Social Workers, Support Workers, Practice Teachers and Approved Social Worker Professionals. The types of the assessment/work undertaken include : Children in need - assessing and supporting families and their children. Child Protection - a plan is required in order that children are safeguarded. Looked After Children - either permanency care or further assessment to assess whether children can return home. Children subject to Court Orders or Directives : e.g. section 7 and section 37 of the Children's Act 1989. Families that have no re-course to public funds, unaccompanied asylum seekers, homeless 17-18 year olds, adoption for children.</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	63	2,064	531	2,596	-	2,596

Line	A7					
Activity	SERVICE AREA NORTH					
Description	<p>The teams are made up of 9 weeks service and the long term teams and include Social Workers, Support Workers, Practice Teachers and Approved Social Worker Professionals. The types of the assessment/work undertaken include : Children in need - assessing and supporting families and their children to achieve. Child Protection - a plan is required in order that children are safeguarded. Looked After Children - either permanency care or further assessment to assess whether children can return home. Children subject to Court Orders or Directives : e.g. section 7 and section 37 of the Children's Act 1989. Families that have no re-course to public funds, unaccompanied asylum seekers, homeless 17-18 year olds, adoption for children.</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	63	2,057	530	2,586	-	2,586

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

Line	A8					
Activity	SERVICE AREA WEST					
Description	The teams are made up of 9 weeks service and the long term teams and include Social Workers, Support Workers, Practice Teachers and Approved Social Worker Professionals. The types of the assessment/work undertaken include : Children in need - assessing and supporting families and their children to achieve. Child Protection - a plan is required in order that children are safeguarded. Looked After Children - either permanency care or further assessment to assess whether children can return home. Children subject to Court Orders or Directives : e.g. section 7 and section 37 of the Children's Act 1989. Families that have no re-course to public funds, unaccompanied asylum seekers, homeless 17-18 year olds, adoption for children.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	60	2,031	470	2,501	-	2,501

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

Line	E1					
Activity	Legislation					
Description	Section 104 of the Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act provides that any child remanded to Youth Detention accommodation will become Looked after by the designated Local Authority. This would equate to around 50-70 young people each year and will require additional Social Work support.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	100	-	100	-	100

Line	E2					
Activity	Inflation					
Description	Additional costs resulting from 1% pay award and additional ICT costs					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		144	44	188	-	188

Line	E3					
Activity	Loss of Funding					
Description	The number of Unaccompanied Asylum seekers is dropping for the city, these numbers are likely to drop from around 50 in 2012/13 to around 27 in 2013/14. As a result of this development the grant from the Home Office will reduce.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	-	-	300	300

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

### Section 3: Summary of Savings

Line B1					
Activity Review of management layers and spans of control					
Description A review of management layers and span of control has led to a revised staffing structure.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(65)	-	(65)	-	(65)

Line B2					
Activity Integrated Prevention and Assessment Teams					
Description Enables streamlined and faster access to services. Creates single points of entry for contacting services. Is based in the community and accessible to the public. Reduces duplication of workers within a family. Enables smarter allocation of appropriate services. Improves communication between professionals and children and families as uses a clear framework for supporting them.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(100)	-	(100)	-	(100)

Line B3					
Activity Social Workers Youth Custody					
Description Cross Service efficiencies through the co location of Permanence and Throughcare (PTC) and Youth Offending Service (YOS) would meet the additional demand by:					
<ul style="list-style-type: none"> <li>Increasing capacity by bringing the two teams together will mean that we are able to meet the increase in demand</li> <li>Social Worker caseloads would not increase significantly as a result of changes in remand legislation.</li> </ul>					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(100)	-	(100)	-	(100)

Line B5					
Activity Potential Pay award & additional ICT costs					
Description ICT pressure will be mitigated by efficiencies in business unit, through natural turnover and vacancy management.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(112)	(44)	(156)	-	(156)



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

Line	B6				
Activity	Asylum Service				
Description	The number of children requiring support is forecast to reduce from 50 in 2012-13 to around 27 in 2013-14.  This reduction in numbers will lead to a cut in government grant related to accommodation and placements costs.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	(150)	(150)	-	(150)

Line	B8				
Activity	Reduced sickness and use of Agency				
Description	We are currently reviewing the use of agency and the level of sickness in collaboration with HR colleagues. This involves a quality review of the existing initiatives to develop recommendations and maximise benefits, deploying HR support, developing in house manager capacity and options for alternate working arrangements.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	(120)	-	(120)	-	(120)

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

Description of core purpose of Planning Entity	This service oversees joint commissioning with NHS colleagues of some healthcare and public health services for vulnerable young people and families, primarily substance misuse prevention and treatment services for under 18s, and some sexual health services.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	3,589	(846)	2,744	12.71
Total Savings Made			(7)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	HEALTH STRATEGY				
Description	This service oversees joint commissioning with NHS colleagues of healthcare and public health services for vulnerable young people and families, primarily substance misuse prevention and treatment services for under 18s, and sexual health services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	170	618	787	(525)	262

Line	A2				
Activity	STRATEGY AND PARTNERSHIP SERVI				
Description	<p>Provision of a statutory service providing impartial advice &amp; guidance for parents of children with Special Educational Needs (SEN)</p> <p>Staffing and associated costs attributed to the implementation of Learning Difficulties and Disabilities (LDD) Strategy</p> <p>Development of short breaks : increasing access, workforce development provider development, commissioning services based on identified gaps.</p> <p>Reducing barriers associated with disabled children's access to childcare</p> <p>Young Carers contract and Direct Payments</p> <p>Social care's contribution to the multi agency information and SIGN (Sheffield Information Giving Network)</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10	366	2,436	2,802	(321)	2,481



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

Description of core purpose of Planning Entity	This area provides a number of services including a regional resource for children diagnosed with cancer, children with disabilities and practical support for families to support disabled children in a home setting. Provides social work assessment processes and specialist support based on needs.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,580	(856)	1,724	51.36
Total Savings Made			(41)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CHILDREN WITH DISABILITIES				
Description	This area provides a number of services including support for children diagnosed with cancer, children with disabilities and practical support for families to support disabled children in a home setting				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
37	1,344	253	1,598	(81)	1,517

Line	A2				
Activity	INCLUSION AND PARTICIPATION SE				
Description	The Special Needs Inclusion Playcare Service provides a range of training and mentoring support to enable playcare, recreation and leisure service providers to be inclusive. The Service also commissions a range of short break services for families of children and young people with disabilities				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14	359	611	969	(775)	194

Line	A3				
Activity	PROGRESSION AND TRANSITION SER				
Description	Services for young people with disabilities, bridging the gap between Children's and Adult Services to ensure the completion of a Pathway Plan.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		13	13	-	13



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

Description of core purpose of Planning Entity	<p>Improve outcomes for children and families by:</p> <ul style="list-style-type: none"> <li>• Ofsted Inspection preparation</li> <li>• Establishing and maintaining policies &amp; procedures that ensure statutory compliance</li> <li>• Leading &amp; delivering the social work Recruitment and Retention Strategy</li> <li>• Disseminating research evidence to practitioners and managers</li> <li>• Supporting service delivery of information systems e.g. ICS, CareFirst</li> <li>• Undertaking reports required as part of Serious Case Review process</li> </ul>
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	555	(91)	464	9.31
Total Savings Made			(157)	3.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	POLICY & SERVICE IMPROVEMENT				
Description	<p>Improve outcomes for children and their families by enabling quality service improvement :</p> <p>Ensuring the delivery of service improvement</p> <p>Ofsted Inspection preparation</p> <p>Establishing and maintaining policies and procedures that ensure compliance with statutory requirements</p> <p>Leading and delivering the social work Recruitment and Retention Strategy</p> <p>Disseminating research evidence to practitioners and managers</p> <p>Supporting the service delivery of information systems e.g. CareFirst</p> <p>Undertaking the reports required as part of the Serious Case Review process</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	387	168	555	(91)	464

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

Line	E1				
Activity	Loss of Funding				
Description	<p>With grant funding from DfE, Sheffield City Council runs a comprehensive Social Worker Recruitment, Retention and Remodelling Strategy. The grant provided through Children Workforce Development Council (CWDC) has been cut by the government and so is no longer available in 2013-14, resulting in a loss of funding for the Council.</p>				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	300	300

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

Line	E2				
Activity	Inflation				
Description	Additional costs resulting from 1% pay award and additional ICT costs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	5	2	7	-	7

### Section 3: Summary of Savings

Line	B1				
Activity	Cut to Social Work Improvement Fund Grant				
Description	This grant supports a number of programmes to develop social work practices. A review of these programmes will be carried out to ensure that ongoing professional development is achieved, in light of the cut in government grant and the lower levels of recruitment of newly qualified workers.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(150)	-	(150)	-	(150)

Line	B2				
Activity	Potential Pay award & additional ICT costs				
Description	ICT pressure will be mitigated by efficiencies in business units, through natural turnover and vacancy management.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(5)	(2)	(7)	-	(7)

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

Description of core purpose of Planning Entity	Purchasing of Foster care, Learning Difficulties and Disabilities (LDD) and Care Leaver beds for Looked After Children, LDD and Care Leavers.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	16,224	(2,158)	14,066	0.00
Total Savings Made			(1,373)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	PLACEMENTS				
Description	Purchasing of Foster beds for Looked After Children when in house facilities not available or on rare occasions when necessary, for safety reasons, to move a child out of city. Purchasing of residential block contracts and other residential placements in and out of the city. There are a number of children and young people with disabilities who are looked after by the Local Authority who are either placed within or out of city residential home or placed with a private fostering carer.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	16,224	16,224	(2,158)	14,066

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

Line	E1				
Activity	Demand				
Description	The number of LDD placement has been fairly static (around 33 Placements) over the previous few years. However, the cost of caring for these children has risen (complexity of need) from £2.1M in 2010/11 to £2.3 M in 2011/12 and is expected to be around £2.6M in 2012/13				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	350	350	-	350





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

<b>Line B3</b>					
<b>Activity</b> Fostering Recruitment and Retention					
<b>Description</b> A primary driver of this project is to promote Fostering as a vocation. Increased remuneration, introduction of new benefits and improved training will result in an increase in recruitment and retention of Local Authority Foster carers. By increasing the capacity of Local Authority Foster carers we can reduce the cost of Looked After Children currently supported through Independent Fostering Agencies. By continuing to increase the number of LA Foster carers we can offer more appropriate, high quality and lower cost care for our looked after children.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	(287)	(287)	-	(287)

<b>Line B5</b>					
<b>Activity</b> LDD Direct Payments					
<b>Description</b> Reviewing current provision with health – current number of children using overnight is 20% less than 2010/11 whilst Direct Payments including payment for Personal Assistance has increased.  This demand pressure is currently managed by pooling Aiming High resources and Direct Payment budget. The Review will allow us to develop a long-term sustainable solution.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	(300)	(300)	-	(300)

<b>Line B6</b>					
<b>Activity</b> LDD Placements					
<b>Description</b> This demand pressure will be managed through increased choice available to young people and their families to return to Sheffield. Families have been engaged and positive packages developed to support need.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	(350)	(350)	-	(350)

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

Line	B7					
Activity	Additional ICT costs					
Description	ICT pressure will be mitigated by efficiencies in business units					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(14)	(14)	-	(14)

Line	B9					
Activity	Placement inflationary increase					
Description	Externally purchased placements sourced through around 90 suppliers.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(206)	(206)	-	(206)

Directorate	CYPD
Service	CHILDREN & FAMILIES
Planning Entity	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. 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.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	19,465	(2,499)	16,966	262.30
Total Savings Made			(643)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
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
27	890	3,802	4,692	(176)	4,516

Line	A2				
Activity	ALDINE HOUSE				
Description	Aldine house is a purpose built secure children's home providing accommodation for up to eight young people of either gender aged between 11 and 17. The purpose of Aldine House is to service both local and national communities by looking after those children and young people who need a safe and controlled residential environment in order to prevent harm to themselves or to others. It aims to provide a safe, caring yet controlled environment in which young people are enabled to address personal difficulties and so move on to make positive contributions to their family and communities. The core objective is to enable and encourage emotional, behavioural and attitudinal change working with carers and professionals in providing educational and life experiences.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
39	1,525	307	1,832	(1,889)	(58)

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

Line	A3				
Activity	CAHMS COMMISSION				
Description	This area provides services and strategic commissioning with respect to children and young people's Emotional Health and Wellbeing. It also provides support for Looked After Children in care, which in 2012/13 was 560. Other services provided in this area include Child and Adolescent Mental Health Services and the Forensic Service for Vulnerable Children and Young People. Additionally this area contributes to the Multi Agency Psychological Service, the Independent Visiting Service and strategic planning and commissioning functions				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	194	670	863	(26)	837

Line	A4				
Activity	CHILDRENS RESIDENTIAL HOMES				
Description	<p>We provide residential care for Looked After Children and short break care for children with disabilities in Sheffield in compliance with Children homes regulation 2011</p> <p>We provide care for young people in 5 directly managed mainstream homes and care for and support young people and their families in three directly managed short break care homes.</p> <p>We aspire to provide high quality care for all young people in residential settings; based in thriving communities with opportunities to improve quality of life, life chances and achieve outcomes which meet or exceed national minimum standards.</p> <p>We aim to achieve positive outcomes for children and young people by working in collaboration with parents, carers, and internal and external partnership agencies.</p> <p>Our homes aspire to meet the needs of individual young people within a caring family setting.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
140	4,507	776	5,283	(42)	5,242

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

Line	A5				
Activity	FOSTERING				
Description	The Fostering Service has to comply with a number of statutory guidelines including Fostering Service, National Minimum Standards and Regulations 2011. The Fostering Service: recruits, trains and approves a high quality cohort of foster carers; retains high quality foster carers; provides placement choice for children who need looking after by the local authority; ensures that best value for money principles are applied. The service provide placements that are needed for a cross section of reasons, long term placements for looked after children (LAC), supporting families within the community, short term placements. The service has to follow legislation in regard to the supervision of staff and foster carers. Marketing and retention activities are supported by the services Key Campaign.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
39	1,401	4,821	6,222	(48)	6,174

Line	A6				
Activity	PLACEMENT STRATEGY				
Description	Support for the Corporate Parenting Agenda Board. Looked After and Adopted Children (LAAC) Survey and Pledge. Star Awards Event. Residential provision for Children's Workforce Development. Commissioned service contracts with partnership providers for Care Experience Council and Advocacy/Children's Rights Services / Looked After Nurse provision. Supports schools providing early preventative support to children with emotional and mental health problems.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	27	144	171	(298)	(127)

Line	A7				
Activity	STRAT CONT & ACCESS TO RTEAMS				
Description	Contracting, procurement and monitoring activities to ensure quality, cost effective placements for looked after children (LAC) and Care Leavers, both in and out of city and to complement those provided directly by Service. Sourcing of additional services to support and prevent placement breakdown and to ensure positive outcomes for young people.'				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10	375	28	403	(20)	383



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

Line B5					
Activity Reduced sickness and use of Agency					
Description We are currently reviewing the use of agency and the level of sickness in collaboration with HR colleagues. This involves a quality review of the existing initiatives to develop recommendations and maximise benefits, deploying HR support, developing in house manager capacity and options for alternate working arrangements.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(93)	-	(93)	-	(93)

Line B6					
Activity Review of Residential Provision					
Description Reviewing in house and block contracts with external providers to reflect reduction in demand for residential block child care provision. Alternative spot purchasing arrangements will be put in place to manage fluctuations in demand - whilst unit costs could be higher overall cost will reduce.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(300)	(300)	-	(300)



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

Description of core purpose of Planning Entity	The Safeguarding Children Service is an integrated service, formed from child protection functions in Health, Education and Social Care. It incorporates integrated practice and supports and services the Sheffield Safeguarding Children Board (SSCB).
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,865	(1,385)	1,479	66.11
Total Savings Made			(30)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	SAFEGUARDING CHILDREN					
Description	<p>This is an integrated service, formed from child protection functions in Health, Education &amp; Social Care. It incorporates integrated practice and supports and services the Sheffield Safeguarding Children Board (SSCB). Core functions of the Safeguarding service include:</p> <ul style="list-style-type: none"> <li>Convening, chairing and minuting of child protection conferences</li> <li>Independent Reviewing Service</li> <li>Managing the list of children subject to a child protection plan, performance monitoring and reporting information</li> <li>Serious Case Reviews and Child Death Overview processes</li> <li>Specialist services - Sexual Exploitation, Substance Misuse, Licensing and E-Safety</li> </ul> <p>Support, advice, training, procedures and best practice guidance to enable organisations and individuals to understand, prioritise and discharge their safeguarding responsibilities to best effect.</p> <p>The SSCB and other specialist services are joint funded by partner agencies</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	66	2,255	609	2,865	(1,385)	1,479

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

Line	E1					
Activity	Inflation					
Description	Additional costs resulting from 1% pay award and additional ICT costs					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	22	8	30	-	30

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

**Section 3: Summary of Savings**

<b>Line</b>	B1					
<b>Activity</b>	Potential 1% Pay Award (pressure) & ICT (pressure)					
<b>Description</b>	ICT pressure will be mitigated by efficiencies in business units, through natural turnover and vacancy management.					
	<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
	-	(22)	(8)	(30)	-	(30)

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

Description of core purpose of Planning Entity	Our ambition for Sheffield is that every child, young person and family achieve their full potential by raising expectations, attainment and enabling enriching experiences. This will be achieved by ensuring that every child, young person and family is safe, healthy and strong.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	8,406	(1,543)	6,863		72.98
Total Savings Made			(3,543)		53.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CHILDREN'S CENTRE				
Description	See Early Years Summary below				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	2,173	328	2,501	(1,221)	1,280

Line	A2				
Activity	CITYWIDE SERVICES				
Description	See Early Years Summary below				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	6,979	6,979	(100)	6,879

Line	A3				
Activity	PROVIDER SUPPORT				
Description	See Early Years Summary below				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	1,353	924	2,276	(222)	2,054

Line	A31				
Activity	EARLY YEARS				
Description	Our ambition is that every child, young person and family achieves their full potential by raising expectations, attainment and enriching experiences. This will be enabled by a strong commitment to high quality services, focusing on school readiness and closing the equalities gap at the end of the foundation stage.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
73	(1,600)	(1,750)	(3,350)	-	(3,350)

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

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

Line	E1				
Activity	Inflation				
Description	Additional costs resulting from 1% pay award and additional ICT costs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	35	8	43	-	43

Line	E2				
Activity	Inflation				
Description	This pressure relates to a total of 45 external contracts. 38 contracts relate to early years service and these contracts have been considered as part of early years proposals.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	150	150	-	150

### Section 3: Summary of Savings

Line	B1				
Activity	Early Years redesign				
Description	Due to the cut of £6.8million to the Early Intervention Grant and building on proposals from the Early Years Review - Children's Centres Streamlining - savings made in premises, management and organisational costs. A Cabinet Report detailing the proposal was presented to Cabinet in the 12th December 2012 and consultation will follow, then proposals will be presented back to a future Cabinet.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
53	(1,600)	(1,750)	(3,350)	-	(3,350)

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

Line	B2					
Activity	1% pay award and additional ICT costs					
Description	ICT Pressure will be mitigated by efficiencies in business units, through natural turnover and vacancy management.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	(35)	(8)	(43)	-	(43)

Line	B4					
Activity	Inflation on existing contracts					
Description	This pressure relates to a total of 45 external contracts. 38 contracts relate to early years service and these contracts have been considered as part of early years proposals.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(150)	(150)	-	(150)

Directorate	CYPD
Service	INCLUSION & LEARNING SERVICES
Planning Entity	PLANNING, PLACES & ADMISSIONS (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.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,237	(1,439)	798	21.30
Total Savings Made			(370)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	PLANNING, PLACES & ADMISSIONS					
Description	The School Organisation Team fulfils the statutory duty to plan and provide sufficient high quality Primary and Secondary school places commissioning new provision where it is required and making changes to the organisation of schools. The Pupil Admissions Team provides advice and guidance to parents and schools and manages all elements of the school admissions process from application to appeals and transport. The admissions process is supported by the Children Missing From Education Team who work to ensure that all children missing from education are promptly identified and re-engaged with educational provision. The Services to Schools function oversees the services offer to schools including the redesign and quality assurance of services. It includes the School Liaison Service which deals with problem resolution and de-escalation of school issues.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	21	736	1,501	2,237	(1,439)	798

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

Line	E1					
Activity	Inflation					
Description	Bus passes increased costs passed onto us by South Yorkshire Passenger Transport Executive.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	100	100	-	100

Directorate	CYPD
Service	INCLUSION & LEARNING SERVICES
Planning Entity	PLANNING, PLACES & ADMISSIONS (Division)

Line	E2				
Activity	Inflation				
Description	National Pay Award of 1% ICT contract pressure				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	8	2	10	-	10

### Section 3: Summary of Savings

Line	B2				
Activity	School Admissions				
Description	Recovery of income from academy schools relating to admissions and appeals service.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	-	-	(107)	(107)

Line	B3				
Activity	Mitigation of Pay Award and ICT pressure				
Description	ICT pressure will be mitigated by efficiencies in business units, through natural turnover and vacancy management.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	(7)	(2)	(9)	-	(9)

Line	B5				
Activity	Discretionary Transport				
Description	The proposal is to discontinue discretionary denominational bus passes.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	(254)	(254)	-	(254)

Directorate	CYPD
Service	INCLUSION & LEARNING SERVICES
Planning Entity	SEN & 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.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	16,271	(14,319)	1,952	242.23
Total Savings Made			(296)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	INCLUSION AND TARGETED SERVS					
Description	Timely assessments and reviews are undertaken to identify needs and support required. Needs will usually be met within maintained mainstream schools, integrated resources or special schools. However for a few children and young people independent provision may be required or travel assistance for school attendance. The key objective of the Inclusive Learning Strategy is to ensure that every school is good and inclusive, improving parental confidence to send their children to their local school. Key to all schools being inclusive is Special Educational Needs (SEN) provision delivered through excellent services (Educational Psychologists, Hearing and Visual Impairment and Autism), specialist provision (Integrated Resources and Special Schools) and for vulnerable individuals high quality targeted support as well as challenge when outcomes are not good.					
Grant Income Source	DEDICATED SCHOOLS GRANT					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	242	9,462	6,810	16,271	(14,319)	1,952

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

Line	E1					
Activity	Inflation					
Description	National Pay Award 1% ICT contract pressure					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	110	23	133	-	133



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

### Section 3: Summary of Savings

Line B1					
Activity Educational Psychologists					
Description To develop a staff team that can meet our statutory and non-statutory functions.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(35)	-	(35)	-	(35)

Line B2					
Activity SEN Independent Placements					
Description This reduction in costs will naturally occur and is not a result of any cut in provision. There are currently 10, Year 14 young people in the last year of their independent placement, these will finish in Sept 2013.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(157)	(157)	-	(157)

Line B3					
Activity Mitigation of Pay Award and ICT pressure					
Description ICT pressure will be mitigated by efficiencies in business units, through natural turnover and vacancy management..					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(81)	(23)	(104)	-	(104)

Directorate	CYPD
Service	INCLUSION & LEARNING SERVICES
Planning Entity	UNIVERSAL SERV TO SCHOOLS (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.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	10,451	(7,100)	3,351	121.19
Total Savings Made			(883)	20.50

NB all monetary amounts shown in £'000s

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

Line	A2					
Activity	LEARNING AND ACHIEVEMENT SERV					
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. As part of this role we will provide support and challenge to Governors to become more effective in their interventions in schools where necessary. In addition to the role of advocates, LAS also operates a virtual school for looked after children to champion their educational outcomes. Within LAS there are also services such as ESCAL, support to schools in planning e-learning, Music Services and Outdoor Education.					
Grant Income Source	DEPT CHILDREN SCHOOLS & FAMILIES					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	121	7,583	2,869	10,451	(7,100)	3,351

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

Line	E1					
Activity	Inflation					
Description	National Pay Award 1% ICT contract pressure					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	90	21	111	-	111

Directorate	CYPD
Service	INCLUSION & LEARNING SERVICES
Planning Entity	UNIVERSAL SERV TO SCHOOLS (Division)

### Section 3: Summary of Savings

Line B1					
Activity Outdoor Education					
Description Reduced funding for outdoor education centres.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(8)	-	(8)	-	(8)

Line B2					
Activity Governors Service					
Description Redesign of service					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(50)	-	(50)	-	(50)

Line B4					
Activity Further Redesign					
Description Reshaping services to schools to deliver a reduction in costs. - Redesigning the way Learning and Achievement services provide challenge and advocacy by utilising the sector workforce and thereby reducing the need for interim posts. - Reduction of Lead Headteacher posts. It is proposed to retain 12 primary posts in the structure being a mixture of Lead headteacher's and Heads of School.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12	(500)	-	(500)	-	(500)

Line B5					
Activity Early Learning - Foundation Stage					
Description The Education Act emphasises the importance of sector led improvement, this approach has already been implemented both primary and secondary phases. This proposal brings foundation stage in line with this way of working. A small team will be retained to deliver core functions and statutory assessments.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	(228)	-	(228)	-	(228)

Line B6					
Activity Mitigation of Pay Award and ICT pressure					
Description ICT pressure mitigated by efficiencies in business units, through natural turnover and vacancy management.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(76)	(21)	(97)	-	(97)

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

Description of core purpose of Planning Entity	The team secures external funding to support people to develop the skills for work in vulnerable groups and communities. It is part of a wider strategy to tackle poverty and support.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	5,264	(2,391)	2,873	16.45
Total Savings Made			(9)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	EMPLOYMENT & SKILLS					
Description	<p>The team</p> <ul style="list-style-type: none"> <li>- commissions, through the third sector, the SCC Employability Programme targeting vulnerable adults and young people furthest from the labour market including those with disabilities &amp; mental health conditions, as well as lone parents, ex-offenders and some BME communities.</li> <li>- operates Opportunity Sheffield brokering job and training opportunities with the city's employers placing jobseekers in work.</li> <li>- implements the Skills Strategy working with stakeholders, including Skills Funding Agency (SFA), to improve the skills levels of the city's workforce.</li> <li>- organises the Sheffield 100 Apprentices programme and manages the City Deal for Skills for the city-region.</li> </ul>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	16	722	4,543	5,264	(2,391)	2,873

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

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

Line	E1				
Activity	Inflation				
Description	1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	9	9	-	9

Line	E2				
Activity	Loss of Funding				
Description	ESF/ERDF Programme Ending				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	-	-

### Section 3: Summary of Savings

Line	B1				
Activity	Mitigation of Pay Award				
Description	Efficiency savings within each business unit				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(9)	(9)	-	(9)

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

Description of core purpose of Planning Entity	Organises adult, community and family learning for the city and manages training units. This is funded entirely by the Skills Funding Agency. Leads for 14-24 Partnership on learning programmes for vulnerable young people, securing £1.2m European Social Funding to commission the new programme.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	6,888	(6,803)	85	93.25
Total Savings Made			(59)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	16 - 19				
Description	A £1.2m pilot programme, fully funded by Skills Funding Agency and European Social Fund, to maintain the engagement of Key Stage 4 learners at risk of becoming Not in Education, Employment or Training (NEET) and to re-engage in learning or employment with training 16-18 year olds who are NEET by December 2013.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	86	686	772	(772)	-

Line	A2				
Activity	ADULT & COMMUNITY LEARNING				
Description	LLSC 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 directly delivered by the service's tutors, adult learning in community settings, including basic skills, first steps to employment, English for Speakers of Other Languages, vocational learning and learning for leisure. The programme also includes SFA funded Family Learning, delivered in schools, children's centres and other community settings. These are structured programmes to support parents to support their children's learning and to improve their own basic skills and confidence.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
16	862	1,086	1,948	(1,916)	32

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

Line	A3					
Activity	EMTAS					
Description	<p>The Ethnic Minority and Traveller Achievement Service (EMTAS):</p> <ul style="list-style-type: none"> <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
	9	384	363	747	(747)	-

Line	A4					
Activity	EXTENDED SCHOOLS					
Description	<p>Study Support and the Children's University</p> <p>This service contributes to the increased achievement and participation in learning of targeted cohorts of children and young people by continuing to develop:</p> <ul style="list-style-type: none"> <li>- study support programme is a traded service that is offered to schools.</li> <li>- promoting and celebrating participation in the Children's University, with 8,000 learners currently holding passports, as a direct contribution to school based attainment through enrichment activities.</li> </ul>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	6	190	120	309	(309)	-

Line	A5					
Activity	LEARNING SKILL & EMPLOYMENT					
Description	<p>Management and delivery in SCC's four training centres of Skills Funding Agency /Education Funding Agency funded learning programmes across the majority of vocational areas. This activity includes:</p> <ul style="list-style-type: none"> <li>- the 14 -16 Vocational Skills Programme to enhance the school-based curriculum offer.</li> <li>- 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
	63	1,937	1,173	3,110	(3,057)	53

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

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

Line	E1				
Activity	Inflation				
Description	1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	31	31	-	31

Line	E2				
Activity	Inflation				
Description	Additional ICT charges				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	16	16	-	16

### Section 3: Summary of Savings

Line	B1				
Activity	Learning, Skills and Employment (LSE) Development				
Description	Development of data system completed 2012/13, reduced spend required in 2013/14				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(12)	(12)	-	(12)

Line	B2				
Activity	Mitigation of Pay Award				
Description	Pay award pressure will be mitigated through natural turnover and vacancy management.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(31)	(31)	-	(31)

Line	B3				
Activity	Mitigation of Additional ICT Charges				
Description	ICT pressure will be mitigated by efficiencies in business units.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(16)	(16)	-	(16)



Directorate	CYPD
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	14-19 PARTNERSHIP (Division)

Description of core purpose of Planning Entity	Vocational Skills Programme for young people. The Not in Employment Education or Training (NEET) prevention programme. Develops Foundation level learning policy/practice. Plans 16-19 provision with government agencies. Leads education employer links and the city's 14-25 Partnership/working groups. Oversees activity to widen Higher Education participation. Champions/coordinates Science, Technology, Engineering and Maths agenda. Responds to national initiatives (University Technical College/Studio School)
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	4,210	(3,799)	411	25.52
Total Savings Made			(30)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	14 - 19 PARTNERSHIP				
Description	<p>Commissions and quality assures provision of 14 -16 Vocational Skills Programme for 900 learners as purchased by schools.</p> <p>Organises the city's Alternative Provision for 500 most vulnerable young people e.g. Looked After Children, not on school roll, home educated.</p> <p>Plans the city's 16 -19 provision jointly with government agencies.</p> <p>Leads on education employer links prioritising growth sectors and enterprise.</p> <p>Leads city's award winning 14-25 Partnership.</p> <p>Oversees activity to widen participation to Higher Education. Champions and coordinates the Science, Technology, Engineering and Maths agenda.</p> <p>Responds to national initiatives e.g. University Technical College.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
26	1,004	3,206	4,210	(3,799)	411

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

Line	E1				
Activity	Inflation				
Description	1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	10	-	10	-	10

Directorate	CYPD
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	14-19 PARTNERSHIP (Division)

**Section 3: Summary of Savings**

<b>Line B1</b>					
Activity 14-19 Partnership					
Description Staffing Efficiencies					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	(20)	(20)	-	(20)

<b>Line B2</b>					
Activity Mitigation of Pay Award					
Description ICT pressure will be mitigated by efficiencies in business units, through natural turnover and vacancy management.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	(10)	(10)	-	(10)

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

Description of core purpose of Planning Entity	Provision of performance management and analytical services in the portfolio and direct support to schools. Undertakes joint work with Primary Care Trust. Partnership working arrangements, such as the 0-19+ Partnership and Children's Trust Executive Board. Delivery of children's and parental consultation and engagement eg Parents Assembly and Every Child Matters survey. Responsible for statutory Independent Reviewing Service, which monitors care plans of Sheffield's Looked After Children.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,288	(591)	698	41.04
Total Savings Made			(106)	2.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	PERFORMANCE & PARTNERSHIPS				
Description	<p>Performance and Partnerships is responsible for:</p> <ul style="list-style-type: none"> <li>- performance management and analytical services, ensuring intelligent commissioning by all services.</li> <li>- providing direct support to schools and undertaking joint work with NHS.</li> <li>- management of partnership working arrangements e.g. 0 -19 Partnership and the Children's Trust Executive Board.</li> <li>- providing support for business plans.</li> <li>- coordinating external inspections.</li> <li>- monitoring and reporting on policy developments.</li> </ul>				
Grant Income Source	DEDICATED SCHOOLS GRANT				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
41	1,165	123	1,288	(591)	698

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

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

Line		E1			
Activity		Inflation			
Description		1% pay award			
<hr/>					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	14	-	14	-	14

**Section 3: Summary of Savings**

Line		B1			
Activity		Performance and Partnerships			
Description		Staffing efficiencies			
<hr/>					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(92)	-	(92)	-	(92)

Line		B2			
Activity		Mitigation of Pay Award			
Description		ICT pressure will be mitigated by efficiencies in business units, through natural turnover and vacancy management.			
<hr/>					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(14)	(14)	-	(14)

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

Description of core purpose of Planning Entity	Core Team: Winning external grant/contracts, developing strategic programmes, commissioning learning, skills and employment provision and delivering traded services. In 2011-12, at a cost to the council of £692k, the team levered in £18.5m of external funding, contracts and extra income. Strategic Support & Development: Completely externally funded and comprising the Grant Administration Unit and Administration teams, the team supports managers at all levels in the delivery of service objectives.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,431	(663)	768	31.28
Total Savings Made			(10)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	STRATEGIC SUPPORT					
Description	<p>LLSC Core Team Responsible for:</p> <ul style="list-style-type: none"> <li>- the management of 14-19 learning, Integrated Youth Services, Employment and Skills, Adult, Community and Family Learning and Community Cohesion.</li> <li>- winning external grants and contract, developing strategic programmes, commissioning learning, skills and employment provision and delivering traded services. In 2012-13, at a cost to SCC of £692k, the team levered in £18.5m of external funding and contract. In addition, it led on securing £27m of City Deal funding for the Sheffield City Region</li> <li>- Undertaking project and performance monitoring, review and evaluation, liaison with funding bodies and compliance with corporate policies, funding body contractual requirements.</li> </ul>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	31	999	432	1,431	(663)	768



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

Description of core purpose of Planning Entity	Commissions Community Youth Teams to identify young people at risk of falling out of education, involvement in crime/antisocial behaviour/other poor outcomes and keep them on positive paths through support/advice/guidance. Deliver targeted youth work sessions including street based. Commissions/manages/markets positive activities for young people. Involves Young People in decisions affecting then via Involvement Strategy/Youth Council/Young Advisor Direct delivery of training/support to partners. Including Youth Offending and Youth Justice Services.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	13,508	(3,561)	9,947		86.40
Total Savings Made			(1,645)		1.00

NB all monetary amounts shown in £'000s

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

Line	A3					
Activity	UNIVERSAL SERVICES					
Description	<p>Commissioning, through Sheffield Futures, Youth Justice and third sector partners: - Community Youth Teams with staff trained to work with vulnerable young people at risk of disengagement or behaviour that harms them or the communities in which they live. Including:</p> <ul style="list-style-type: none"> <li>- specialist support for young people at risk e.g. the Sexual Exploitation Service</li> <li>- street-based work operated in partnership with the police</li> <li>- a traded service in Careers Guidance for schools</li> <li>- a Positive Activities programme focused on communities where there are gaps in provision</li> <li>- Youth Involvement through the Youth Council, Young Advisors, Young Inspectors and local youth forums.</li> </ul>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	7	280	6,257	6,537	(820)	5,718

Line	A4					
Activity	COMMUNITY YOUTH TEAMS					
Description	<p>Commissioning, through Sheffield Futures, Youth Justice &amp; third sector partners: - Community Youth Teams with staff trained to work with vulnerable young people at risk of disengagement or behaviour that harms them or the communities in which they live</p> <ul style="list-style-type: none"> <li>- specialist support for young people at risk e.g. the Sexual Exploitation Service</li> <li>- street-based work operated in partnership with the police</li> <li>- a traded service in Careers Guidance for schools</li> <li>- Youth Involvement through the Youth Council, Young Advisors, young Inspectors and local youth forums.</li> </ul>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	35	1,131	1,325	2,456	(174)	2,282

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

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
	44	2,020	2,494	4,515	(2,568)	1,947

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

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

Line	E2					
Activity	Inflation					
Description	1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		16	-	16	-	16

Line	E3					
Activity	Inflation					
Description	Additional ICT charges					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	8	8	-	8

Line	E4					
Activity	Inflation					
Description	Additional ICT charges					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	8	8	-	8





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

Line	B4					
Activity	Mitigation of Pay Award					
Description	Pay award pressure will be mitigated through natural turnover and vacancy management.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(16)	(16)	-	(16)

Line	B5					
Activity	Mitigation of Additional ICT Charges					
Description	ICT pressure will be mitigated by efficiencies in business units.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(8)	(8)	-	(8)

Line	B6					
Activity	Mitigation of Additional ICT Charges					
Description	ICT pressure will be mitigated by efficiencies in business units.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(8)	(8)	-	(8)

Line	B7					
Activity	Cut of Government Grant					
Description	Cut of Government Grant (Positive Activities for Young People). Due to the cut of £6.8million to the Early Intervention Grant, cease from April, Positive Activities for Young People (Kids Can Do) contracts to internal and external providers, will cease from April 2013.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(1,100)	(1,100)	-	(1,100)

Line	B8					
Activity	Youth					
Description	A comprehensive restructure of Youth services to transform the way in which youth services are delivered further savings arising out of the restructure. Including savings to management, premises, administrative and contract costs.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	1	(70)	-	(70)	-	(70)

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

Line	B10					
Activity	Youth					
Description	A comprehensive restructure of Youth services to transform the way in which youth services are delivered further savings arising out of the restructure. Including savings to management, premises, administrative and contract costs.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(50)	(50)	-	(50)

Line	B11					
Activity	Youth					
Description	A comprehensive restructure of Youth services to transform the way in which youth services are delivered further savings arising out of the restructure. Including savings to management, premises, administrative and contract costs.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(10)	(10)	-	(10)

Line	B12					
Activity	Youth					
Description	A comprehensive restructure of Youth services to transform the way in which youth services are delivered further savings arising out of the restructure. Including savings to management, premises, administrative and contract costs.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(269)	(269)	-	(269)



# COMMUNITIES

	BIP ref	<u>Gross Expenditure</u> £000	<u>Gross Income</u> £000	<u>Net Expenditure</u> £000
<b><u>BUSINESS STRATEGY</u></b>				
Improvement and Development	COM 1	1,334	174	1,160
Quality and Safeguarding	COM 3	2,541	504	2,037
Executive and Portfolio-wide Services	COM 5	2,745	1,780	965
		<u>6,620</u>	<u>2,458</u>	<u>4,162</u>
<b><u>CARE AND SUPPORT</u></b>				
Joint Learning Disability Service	COM 7	40,558	5,657	34,901
Assessment and Care Management	COM 12	72,412	884	71,528
Provider Services	COM 16	18,950	3,196	15,754
Housing Related Services	COM 21	6,938	3,762	3,176
Contributions to Care	COM 24	1,992	30,099	-28,107
		<u>140,850</u>	<u>43,598</u>	<u>97,252</u>
<b><u>COMMISSIONING</u></b>				
Housing Commissioning	COM 26	22,977	2,852	20,125
Mental Health Commissioning	COM 29	12,506	1,084	11,422
Social Care Commissioning	COM 33	20,129	65	20,064
		<u>55,612</u>	<u>4,001</u>	<u>51,611</u>
<b><u>COMMUNITY SERVICES</u></b>				
Community Safety	COM 36	1,299	167	1,132
Libraries	COM 38	7,262	1,248	6,014
Locality Management	COM 40	792	80	712
		<u>9,353</u>	<u>1,495</u>	<u>7,858</u>
		<b>212,435</b>	<b>51,552</b>	<b>160,883</b>

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

Description of core purpose of Planning Entity	Responsible for business systems and information, including the CareFirst team for Communities Portfolio performance and service business planning and programme management and governance.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,334	(174)	1,160		49.00
Total Savings Made			(99)		1.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	INFORMATION MANAGEMENT & SYSTE				
Description	Information management team and Carefirst team for Communities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18	471	46	517	(57)	460

Line	A2				
Activity	POLICY & PERFORMANCE				
Description	Business Strategy team ensures the portfolio operates as a whole with shared systems and infrastructure within the context of One Council. The teams provide performance and business planning for continuous improvement and programme and project management to deliver major change.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
31	815	2	817	(117)	700

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

Line	E1				
Activity	Inflation				
Description	1% pay award				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	9	-	9	-	9

Line	E2				
Activity	Loss of Funding				
Description	Posts required beyond current funding (ending 31 March) for capacity to deliver change				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	447	-	447	-	447

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

**Section 3: Summary of Savings**

Line B1					
Activity Improvement and Development staffing					
Description FYE of service restructure and staffing reductions in 12/13					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(90)	-	(90)	-	(90)

Line B2					
Activity Mitigate 1% Pay Award					
Description Mitigate 1% Pay Award through vacancy control, salary sacrifice etc.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(9)	-	(9)	-	(9)

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

Description of core purpose of Planning Entity	This service includes the Adult Safeguarding, Mental Capacity Act and Deprivation of Liberty Safeguards (DoLS) teams, which are funded through a joint partnership with health, probation, police and fire services. There is also a training element provided primarily for Adult Social Care. Risk management, equalities, professional practice, service user consultation and involvement are also covered in this area.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,541	(504)	2,037	48.00
Total Savings Made			(289)	1.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	QUALITY AND SAFEGUARDING				
Description	Adult safeguarding and mental capacity teams, quality and services standards and training.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
48	1,718	823	2,541	(504)	2,037

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

Line	E1				
Activity	Inflation				
Description	1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	16	-	16	-	16

### Section 3: Summary of Savings

Line	B1				
Activity	Quality and Safeguarding staffing				
Description	FYE of service restructure and staffing reductions in 12/13				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(90)	-	(90)	-	(90)



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

<b>Line B2</b>					
<b>Activity</b> Training SLA with Brockwood					
<b>Description</b> Cease contributions to activity that is either no longer required (Research in Practice for Adults) or could be delivered differently. The cost of membership to the employee support scheme will be shared across Portfolios from April 2013 which will reduce the level of contribution required from the Brockwood budget. The contribution currently made to Children's Services from Brockwood will cease as previously agreed and an exit plan has been developed to maintain an appropriate learning and delivery structure for the service.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
1	(33)	(74)	(107)	-	(107)

<b>Line B3</b>					
<b>Activity</b> Mitigate 1% Pay Award					
<b>Description</b> Mitigate 1% Pay Award through vacancy control, salary sacrifice etc.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	(16)	-	(16)	-	(16)

<b>Line B4</b>					
<b>Activity</b> Training - Brockwood					
<b>Description</b> Re-focus and target funding for the Care Home Support Team (CHST) training in line with the current joint review via the development of a joint training offer to the care home sector that maximises existing resources, rationalises specialist posts and avoids duplication. This approach will be informed by an annual commissioning process between the Council, the Quality in Care Homes Executive Board and the PCT.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	(76)	(76)	-	(76)

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

Description of core purpose of Planning Entity	This section covers the Executive Director, Business Strategy and all the PA support for the management team. As well as the charges for central functions such as ICT, Human Resources, Finance and Financial Processes.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,745	(1,779)	966		16.00
Total Savings Made			(8)		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	EXECUTIVE				
Description	Executive Director and Business Strategy management team and support.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10	722	127	849	(216)	633

Line	A2				
Activity	PORTFOLIO-WIDE SERVICES				
Description	Central costs for Communities relating to SLA's, including an income element for the HRA costs which are to be recharged.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	147	1,750	1,896	(1,564)	333



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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	40,558	(5,657)	34,901	454.00
Total Savings Made			(2,179)	4.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	LOCALITY 1 CORE BUSINESS					
Description	In-house provision of accommodation, and related support services, to people with a learning disability. The income for this service is currently received via the Learning Disability Pool (SCC and NHS Sheffield PCT)					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	162	3,092	140	3,232	(1,958)	1,274

Line	A2					
Activity	EMPLOYMENT TEAM					
Description	Provision of employment related support to adults with a learning disability. Includes work based day care and support into open employment					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	9	223	35	257	(47)	210

Line	A3					
Activity	TRANSPORT					
Description	Management of service change with the introduction of personalised transport plans					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	7	182	513	695	-	695

Line	A4					
Activity	LEARNING DISABILITIES - OTHER					
Description	Specialist teams working on housing and support accommodation developments and general support to services					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	20	503	121	624	(254)	370

Line	A5				
------	----	--	--	--	--

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

Activity	LOCALITY 2 CORE BUSINESS				
Description	In-house provision of accommodation, and related support services, to people with a learning disability. The income for this service is currently received via the Learning Disability Pool (SCC and NHS Sheffield PCT)				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
147	2,796	113	2,908	(2,050)	858

Line	A6				
Activity	COMM TENANCY & SHORT BREAKS				
Description	Provision of household support to tenants with learning disabilities; and short break respite service				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28	541	129	671	(600)	70

Line	A7				
Activity	EXTERNAL FUNDING				
Description	Team to support and manage programme delivery				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	128	350	479	(48)	431

Line	A8				
Activity	LEARN DISABILITIES FIELDWORK				
Description	Social work teams providing information and advice, assessing the support needs of vulnerable people, agreeing and arranging care packages, reviewing care and support.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
66	1,645	128	1,772	(527)	1,246

Line	A9				
Activity	LEARN DISABILITIES MANAGEMENT				
Description	Management team and business support part funded by NHS				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	433	135	568	(173)	395

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

Line	A10				
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
2	62	29,290	29,352	-	29,352

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

Line	E2				
Activity	Demand				
Description	Demographic demand - current projection of 5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	1,155	1,155	-	1,155

Line	E3				
Activity	Inflation				
Description	1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	98	-	98	-	98

### Section 3: Summary of Savings

Line	B1				
Activity	Increase use of Adult Placement Shared Lives				
Description	To continue to develop this service, and enable 5 further people to transfer from more expensive support arrangements, in organised day care and / or residential respite care, to having their support needs met via living with, and spending time with, families registered with the Adult Placement Sharing Lives scheme.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(100)	(100)	-	(100)

Line	B2				
Activity	Accelerate roll out of individual travel plans				
Description	To continue the roll-out of providing individual travel plans to more and more people with personal budgets who are choosing voluntary / private sector services, learning to use public transport or using their staff to drive them around. These services are more personalised and better value. Transport Services white buses are more expensive than the other options so require stepping down.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(625)	(625)	-	(625)

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

Line	B3				
Activity	Hostel reprovision (ex PCT)				
Description	This proposal will deliver services at a reduced cost by transferring the registration arrangements for 6 residential care homes to provide flexible accommodation and support for individuals, thus enabling access to additional income streams to fund housing management and running costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(635)	(635)	-	(635)

Line	B4				
Activity	Value for money reviews				
Description	Continue the Value for Money project and further reductions with the high cost providers.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(480)	(480)	-	(480)

Line	B5				
Activity	Transformation of Day Care Services				
Description	<p>Transformational change of In-House Day and Employment Services delivered by the Joint Learning Disability Service.</p> <p>This is a continuation of the New Ways for Good Days Project</p> <p>The 13/14 delivery target is a reduction of traditional in-house service delivery by 25% delivered by transformational change including; Micro-enterprise, social enterprise, community and 'user' led clubs, employment co-operatives.</p>				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(100)	-	(100)	-	(100)

Line	B6				
Activity	Assistive technology - night care				
Description	<p>To continue reducing expenditure on night support by 50K by replacing 'waking' and 'sleeping in' staff support with assistive technology.</p> <p>It will also make further preventative saving by promoting assistive technology as part of new packages reducing the need for night support</p>				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(50)	-	(50)	-	(50)

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

Line	B7				
Activity	Reduced building costs				
Description	£20k for reduced costs of use of premises in provider services following modernisation of services				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	(20)	(20)	-	(20)

Line	B9				
Activity	Reduce Cover Costs				
Description	Reduce cover costs through effective sickness management and staff deployment				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	(169)	-	(169)	-	(169)



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

Description of core purpose of Planning Entity	The service assesses needs provides resources for the care and protection of vulnerable older people adults with a physical disability or sensory impairment and their carers. The aim is to provide through self directed support and personal budgets care and support for people either in their own homes, or in residential care, by working in close partnership with health colleagues, Sheffield Homes, Care4you, the independent sector and voluntary organisations to assess and provide care as required.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	72,412	(884)	71,528	371.00
Total Savings Made			(1,219)	2.90

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	COMMUNITY SOCIAL WORK SOUTH					
Description	Community-based service providing personalised support. Assessment and review of the needs of vulnerable people and carers. Agree and arrange support packages. Provide ongoing support / Social Work services to enable people to continue to live as independently as possible. Provision of support / protection for very vulnerable people eg Safeguarding, Deprivation of Liberty etc. Statutory duties or powers associated with Community Care Services define the responsibilities to assess needs and provide services.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	92	2,288	279	2,567	(61)	2,506

Line	A2					
Activity	HEALTH CARE & HOME ASSESS TEAM					
Description	Assessment & Care Management Teams who support people living in residential care homes and continuing health team					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	30	749	(54)	695	-	695

Line	A3					
Activity	COMM ACCESS REABLEMENT SERV.					
Description	Team of referral officers, social workers and care managers who provide initial early and preventative intervention and safeguarding through timely assessment, reablement and support to people to access universal services.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	28	705	75	780	-	780

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

Line	A4					
Activity	HOSPITAL & INTERMEDIATE CARE					
Description	Hospital and Intermediate Care based services. Assessment and review of the needs of vulnerable people and carers. Agree and arrange support packages. Provide ongoing support / Social Work services to enable people to continue to live as independently as possible. Provision of support / protection for very vulnerable people eg Safeguarding, Deprivation of Liberty etc. Statutory duties or powers associated with Community Care Services define the responsibilities to assess needs and provide services. The primary function of this Service is to support people to return home from hospital safely , avoiding inappropriate hospital admission and provide Social Work support (groups etc) for those with significant health conditions					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	103	2,570	441	3,011	(950)	2,061

Line	A5					
Activity	SERVICE MANAGEMENT					
Description	Cost of service management team					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	6	417	281	698	127	825

Line	A6					
Activity	ADULT SOCIAL CARE PURCHASING					
Description	Care purchased from Independent Sector Providers, direct payments and via self directed support. Primarily provision of services where there is a statutory duty to meet the required needs. Some service provision of preventative services, to avoid higher levels of need developing (therefore maximising independence and minimising higher cost packages)					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	61,890	61,890	-	61,890

Line	A9					
Activity	COMMUNITY SOCIAL WORK NORTH					
Description	Community-based service providing personalised support. Assessment and review of the needs of vulnerable people and carers. Agree and arrange support packages. Provide ongoing support / Social Work services to enable people to continue to live as independently as possible. Provision of support / protection for very vulnerable people eg Safeguarding, Deprivation of Liberty etc. Statutory duties or powers associated with Community Care Services define the responsibilities to assess needs and provide services.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	112	2,800	(29)	2,772	-	2,772

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

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

Line	E3				
Activity	Demand				
Description	Increase in OP demographics - current projection 2%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	980	980	-	980

Line	E4				
Activity	Demand				
Description	Increase in PDSI demographics - current projection 2%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	175	175	-	175

Line	E5				
Activity	Loss of Funding				
Description	Loss of Social Care Reform Grant Funding. Recurrent funding required to continue providing specialist support to complete the self directed support programme.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	317	-	317	-	317

Line	E7				
Activity	Inflation				
Description	1% pay award for A&CM				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	89	-	89	-	89

### Section 3: Summary of Savings

Line	B1				
Activity	Redesign of Assessment and Care Management Teams				
Description	Redesign of Assessment and Care Management teams for joined-up working with Health. This involves the merging of two teams into one intermediate care team; and five community teams into four teams to align with the four GP Associations and four Community Health Teams. The only reduction in staffing will be management				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(100)	-	(100)	-	(100)

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

Line	B2					
Activity	Consistent application of Prioritising Need					
Description	Reduction in the amount of investment on care and support as a result of more consistent assessments and decision making. This will result in reduced spending on personal budgets, and we will still provide care and support to everyone who has critical and substantial needs.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(200)	(200)	-	(200)

Line	B3					
Activity	Mitigate 1% Pay Award					
Description	Mitigate 1% Pay Award through vacancy control, salary sacrifice etc					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	(89)	-	(89)	-	(89)

Line	B4					
Activity	Business System & Info. Efficiencies (FYE 12/13)					
Description	Full year effect of 12/13 staffing savings as a result of the introduction of new ways of working and the development of ICT solutions within adult social care					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	(230)	-	(230)	-	(230)

Line	B5					
Activity	Reablement Services (CARS)					
Description	To apply the successful Community Access and Reablement Service to those people already receiving services and whose circumstances change. We will support them to regain more independence and access to universal services, as well as maintaining the appropriate level of care support.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(600)	(600)	-	(600)

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

Description of core purpose of Planning Entity	The social care services directly managed by the council for older people and adults with a physical disability or sensory impairment and their carers. This includes Home Care, Community Support, Citywide Community Care Alarms and Adult Placement Shared Lives Service(APSL).
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	18,950	(3,196)	15,754	838.00
Total Savings Made			(2,730)	35.00

NB all monetary amounts shown in £'000s

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

Line	A3					
Activity	ADULT PLACEMENT SHARED LIVES					
Description	Provision of long and short term family or community based support provided by approved carers who have been assessed, trained and are supervised by the service. Provision includes day support, befriending, overnight stays.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	18	325	935	1,260	(99)	1,161

Line	A4					
Activity	CARE4YOU 24 HR RESPONSE SERVIC					
Description	Assists SCC to meet its key ambitions by enabling our customers to have choice and control over the care and support they receive from us, helping them to lead healthy and independent lives. This includes; - * installation of equipment and provision of emergency care advice, support and practical help 24 hour a day, 365 days per year. This support helps the individual to remain safe, secure and independent at home. * Provision of the service free for the first 6 weeks to prevent delayed discharge from hospital and avoidable hospital admission. * Provision of an out of hours and overnight support function to all Care4you service areas.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	59	1,066	314	1,381	(2,109)	(728)

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

Line	A5				
Activity	CARE4YOU BUSINESS & PERFORMANC				
Description	Provides the Management and Administration to support the delivery of all areas of the Care4you Service. This support is provided via * Business Support and Reception function. * Planning and co-ordination of the use of Care4you resources, including allocation of staff to service users and transport * Quality Assurance and performance reporting. The B&P function in every team works towards providing a consistent support service that meets all quality and corporate standards, including customer service and communication standards.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
45	1,125	1,113	2,239	-	2,239

Line	A7				
Activity	COMMUNITY SUPPORT SERVICE				
Description	In-House provision of day care via community support services which supports people to remain in the community as an alternative to residential or nursing care.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
50	892	119	1,012	(323)	689

Line	A9				
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
1	52	230	282	(256)	27

Line	A10				
Activity	CARE & SUPPORT IN THE HOME				
Description	Home Support have 3 specialist service areas as follows ... 1) Short Term Intervention (STIT) providing a reablement service for a short period of time to enable service users to remain at home. 2) Mental Health providing direct care to people who have been diagnosed with Dementia or Mental Health problems. 3) Complex Needs providing of direct care and provides support to individuals who are assessed against a complex needs criteria; this may also include individuals who are in Safeguarding or have had their service re-provided for from the Independent Sector.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
637	11,461	632	12,094	(405)	11,688

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

Line	A11				
Activity	RESIDENTIAL/ RESOURCE CENTRES				
Description	This is the residual budget from residential and resource centres, and will be transferred to adult social care purchasing budget to fund reprovion of care.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28	496	188	684	(5)	679

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

Line	E1				
Activity	Inflation				
Description	1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	175	-	175	-	175

Line	E2				
Activity	Loss of Funding				
Description	Consultation on withdrawal of Supporting People subsidy for some people receiving a City Wide Care Alarm				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	622	622

**Section 3: Summary of Savings**

Line	B1				
Activity	Reconfigured Care4you home care hours (FYE 12/13)				
Description	Full year effect of 12/13 changes in the level of home care services provided by Care4you. This proposal is delivering full year effect and does not introduce any new change this year.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(375)	(25)	(400)	-	(400)

Line	B2				
Activity	Review of Community Support Services				
Description	Review of Community Support Services and relocation of services into alternative provision and continuing development of individual personalised support plan.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(75)	-	(75)	-	(75)

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

Line	B3				
Activity	Review of adult provider services				
Description	General review of Adult Provider Services to realise potential savings including Vehicle Management and business support. This is about more efficient use of vehicles and reduced transport costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(101)	(101)	-	(101)

Line	B4				
Activity	Review operational & delivery structure				
Description	Reducing management and back-office functions in adult provider services				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(75)	-	(75)	-	(75)

Line	B5				
Activity	Reduction in Complex Needs service, Care4you				
Description	Further reduction in Complex Needs service by 600 hours as more people use their personal budgets to receive care & support from other organisations.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
29	(440)	-	(440)	-	(440)

Line	B6				
Activity	Resource Centres (FYE 12/13)				
Description	Full year effect of the decommissioning of Hazlehurst and Sevenfields Resource Centres in 12/13.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(432)	-	(432)	-	(432)

Line	B7				
Activity	Closure of residential home				
Description	Full year savings from the closure of Newton Grange residential home in 2012				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(254)	-	(254)	-	(254)

Line	B8				
Activity	Reduce costs of covering staff absences				
Description	Reduce cover costs through effective sickness management and staff deployment				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(331)	-	(331)	-	(331)



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

Line	B10				
Activity	Review Charging Arrangements for CWCA				
Description	Review charging arrangements for City Wide Care Alarms following the withdrawal of Supporting People funding				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	-	-	(622)	(622)

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

Description of core purpose of Planning Entity	Services which help to prevent and support individuals and families who are homeless or with other housing needs. To provide housing advice and assistance with equipment and adaptations for daily living, and disabled facilities grants. The service also provides accommodation and support to asylum seekers.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	6,938	(3,762)	3,176	166.00
Total Savings Made			(279)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	ASYLUM SEEKER/REFUGEE SERVICES					
Description	Provision of accommodation, support and related services for asylum seekers. Responsibility for refugee integration strategy and the intelligence and impact of migrants on the city.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	10	215	1,148	1,363	(1,380)	(17)

Line	A2					
Activity	EQUIPMENT AND ADAPTATIONS					
Description	Assessment of needs and supply of equipment for all people with regard to equipment and adaptations to enable them to remain living at home safely.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	54	1,191	1,051	2,242	(648)	1,594

Line	A3					
Activity	HOUSING SOLUTIONS					
Description	Statutory homeless services including homeless prevention, homeless assessments and advice. High support family intervention unit. Medical assessments for priorities under lettings policy. Provision of temporary accommodation (including bed & breakfast) for customers owed statutory housing duties					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	102	2,249	1,084	3,333	(1,734)	1,599



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

Line	B4				
Activity	Mitigate 1% Pay Award				
Description	Mitigate 1% Pay Award through vacancy control, salary sacrifice etc.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(36)	-	(36)	-	(36)

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

Description of core purpose of Planning Entity	In 2012 a major design was implemented bringing together the separate functions of financial assessments, payment recovery, resources management and direct payments. The service is now called the Social Care Accounts Service.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,992	(30,099)	(28,107)	74.00
Total Savings Made			(271)	0.00

NB all monetary amounts shown in £'000s

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

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

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

Line	A3				
Activity	INTEGRATED CHARGE INCOME				
Description	Fairer charging income				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(9,000)	(9,000)

Line	A4				
Activity	RESI, NURSE & PTY INCOME				
Description	Residential, Nursing and Property income				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-			-	(13,741)	(13,741)

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

Line	A5				
Activity	SCAS				
Description	Social Care Accounts Service				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
74	1,853	139	1,992	(27)	1,964

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

Line	E1				
Activity	Inflation				
Description	1%pay award in SCAS				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	18	-	18	-	18

**Section 3: Summary of Savings**

Line	B1				
Activity	Income efficiencies				
Description	Savings to be achieved through improvements in financial assessments, payment and recovery.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(153)	(153)

Line	B2				
Activity	Review contributions				
Description	Explore initiatives within existing contributions framework to increase income levels.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(100)	(100)

Line	B3				
Activity	Mitigate 1% Pay Award				
Description	Mitigate 1% Pay Award through vacancy control, salary sacrifice etc.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(18)	-	(18)	-	(18)

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

Description of core purpose of Planning Entity	Activity to get the best out of the city's existing housing through managing the relationship with Sheffield Homes, other social landlords and private landlords. Commissioning of supported housing from a wide range of providers across the city.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	22,977	(2,851)	20,125	100.00
Total Savings Made			(2,200)	2.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CENTRAL OVERHEADS				
Description	Housing service support costs including corporately processed Service Level agreement charges esp Pension liabilities for staff TUPE'd to Sheffield Homes and early Retirees.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18	443	83	526	(336)	190

Line	A2				
Activity	HOME OWNERSHIP & BUSINESS MGT				
Description	Administration of Commissioned Housing Services esp Right to Buy Scheme.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
25	622	326	948	(951)	(3)

Line	A3				
Activity	PRIVATE SECTOR HOUSING				
Description	Work with landlords to ensure private sector properties meet statutory standards: to prevent illegal eviction & harassment of private rented tenants; mandatory licensing of House in Multiple Occupation (HMO) and enforcement. Empty homes service				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
33	821	144	965	(286)	679

Line	A4				
Activity	SOCIAL HOUSING				
Description	Work undertaken by SCC (and work commissioned to Sheffield Homes) to ensure effective Partnership working with other providers. Includes Grounds maintenance, Housing Associations strategy and standards and Gypsy and Traveller sites.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	219	6,547	6,766	(1,278)	5,488

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

Line	A5				
Activity	HOUSING RELATED SUPPORT				
Description	Maintaining independence for Sheffield Residents through housing related support				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15	373	13,398	13,771	-	13,771

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

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

### Section 3: Summary of Savings

Line	B1				
Activity	Housing Related Support VFM				
Description	Savings on provider contracts and handyperson scheme of 5% secured primarily through value for money negotiations with providers				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(780)	(780)	-	(780)

Line	B2				
Activity	Review of business support function				
Description	Reduced business support function in Housing teams				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(50)	-	(50)	-	(50)

Line	B3				
Activity	Mitigate 1% Pay Award				
Description	Mitigate 1% pay award through vacancy control, salary sacrifice etc				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(22)	-	(22)	-	(22)



Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

Line	B4
Activity	Housing Related Support
Description	Further efficiency savings, where possible, within the programme of housing related support (previously known as Supporting People). Reduction in services for some client groups. Introduction of charges for Citywide Care Alarms to people who have previously been fully subsidised.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(1,348)	(1,348)	-	(1,348)

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

Description of core purpose of Planning Entity	Investment in services for people with mental health issues through Sheffield Health and Social Care Trust (SHSCT).
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	12,506	(1,084)	11,422	108.00
Total Savings Made			(1,400)	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 SHSCT) providing information, care and advice, including approved social workers, assessing the support needs of vulnerable people, agreeing and arranging care packages, reviewing care and support. Purchasing of care packages from the independent sector and undertaking statutory assessments under the Mental Health Act.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
48	1,189	5,858	7,046	(366)	6,680

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
-	-	713	713	(307)	406

Line	A3
Activity	COMMUNITY & DAY SERVICES - MH
Description	Contract payment to SHSCT for provision of mental health services on behalf of the City Council under a Section 75 Partnership Agreement and internal provision of day services for adults under 65. Staff employed by SHSCT.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	321	321	(211)	110

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

Line	A4				
Activity	OLDER PEOPLES MENTAL HEALTH				
Description	Resource centres provided by SHSCT under the S75 Partnership Agreement providing short term care and day care. Staff employed by SHSCT under Partnership Arrangement.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	172	2,480	2,652	(66)	2,586

Line	A5				
Activity	SECTOR TEAMS(ASSESSMENT)				
Description	Social work teams providing information, advice and care, assessing the support needs of vulnerable people, agreeing and arranging care packages, reviewing care and support.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
48	1,201	47	1,248	-	1,248

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
5	118	409	526	(135)	392

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

Line	E2				
Activity	Demand				
Description	Demographic, and other increased demand for care purchasing				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	350	350	-	350

Line	E3				
Activity	Inflation				
Description	1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	26	-	26	-	26

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

### Section 3: Summary of Savings

Line	B1				
Activity	Community Mental Health Services				
Description	Reduced social work capacity resulting from the reconfiguration of the Community Mental Health Teams agreed in 2011. SHSCT staff				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(100)	(100)	-	(100)

Line	B2				
Activity	Staff Training				
Description	Efficiencies in Training Costs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(18)	(18)	-	(18)

Line	B3				
Activity	Management Costs				
Description	Reduced management costs - senior managers and team managers				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(50)	(50)	-	(50)

Line	B4				
Activity	Dementia Services				
Description	Redesign of services following consultation including reinvestment to increase the provision of community-based care.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(600)	(600)	-	(600)

Line	B5				
Activity	Savings from contract services				
Description	Reduced provision in the voluntary sector arising from the shift to self-directed support. Savings in care purchasing for substance misuse from adopting a preventative approach.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(103)	(103)	-	(103)

Line	B6				
Activity	Review of SHSC partnership				
Description	Further efficiency savings to be identified through new ways of working across the partnership from further integration of services				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(164)	(164)	-	(164)

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

Line	B7				
Activity	Mitigate 1% Pay Award				
Description	Mitigate 1% Pay Award through vacancy control, salary sacrifice etc				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(26)	-	(26)	-	(26)

Line	B9				
Activity	Kirkhill resource centre				
Description	Full-year effect of savings following closure of the centre in 2011				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(79)	(79)	-	(79)

Line	B10				
Activity	Review of care packages				
Description	Review of high cost packages of care in mental health to ensure that these reflect people's current needs and that value for money is being maintained				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(120)	(120)	-	(120)

Line	B11				
Activity	Review of SHSC infrastructure				
Description	Further efficiency savings to be identified through ways of working across the partnership from reduced infrastructure costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(140)	(140)	-	(140)

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	20,129	(65)	20,063	66.00
Total Savings Made			(1,100)	7.00

NB all monetary amounts shown in £'000s

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

Line	A1
Activity	CARER'S PIA
Description	Responsible for ensuring that 650 projects/programmes benefit individuals & communities, reach targets, all money spent is accounted for, and providing various levels of support for projects receiving funding. Ensure funding is managed in accordance with funding requirements and Council's financial standing orders. Manage Discretionary Budgets, Community Safety Funds and a variety of other funding streams including Climate Change, Lottery and NHS, providing a cost effective and quality assured service covering relevant grant conditions. Manage a contract and monitoring service including due diligence, funding agreements, payments, monitoring (financial and performance delivery) reconciliation, grant claiming, and programme evaluation and reporting.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(15)	1,096	1,081	-	1,081

Line	A2
Activity	LD STRATEGY & DELIVERY
Description	Housing Related Support : 1) tenancy support services for people with Learning Disabilities (including people in supported living services) where supporting people funding contributed to the total budget for care and support and 2) provision of floating tenancy support to people with Learning Disabilities
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	17,331	17,331	-	17,331

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

Line	A3					
Activity	STRATEGIC COMM & PARTNERSHIPS					
Description	Contract management; strategic commissioning for the 70% of Adult Social Care services which are delivered by VCF and private providers; Joint strategic needs assessment; strategy development eg carers , prevention, BME, commissioning; quality in care homes; Partnership contract management for Adult Mental Health; resource management team for independent home care. Includes monitoring of care homes and other care providers.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	66	1,659	58	1,717	(65)	1,651

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

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

Line	E2					
Activity	Loss of Funding					
Description	Posts needed beyond SCRG funding					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		262	-	262	-	262

**Section 3: Summary of Savings**

Line	B1					
Activity	Learning Disabilities Supporting People					
Description	This project aims to reduce expenditure across the ex-pool budgets by 975K with most of this reduction coming from the housing related support element.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(975)	(975)	-	(975)

Line	B2					
Activity	Review Adult Social Care commissioning team					
Description	Review the Adult Social Care commissioning team as part of a portfolio restructure in 2013					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	4	(50)	-	(50)	-	(50)

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

Line	B3					
Activity	Review Contract & Partnership team					
Description	Review Contract & Partnership team as part of a portfolio restructure in 2013					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3	(60)	-	(60)	-	(60)

Line	B4					
Activity	Mitigate 1% Pay Award					
Description	Mitigate 1% Pay Award through vacancy control, salary sacrifice etc.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	(15)	-	(15)	-	(15)



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

Description of core purpose of Planning Entity	The Community Safety Team have responsibility for managing Cohesion, Migration and Safety issues across the City, including statutory responsibility around the Community Safety Partnership, Domestic Violence and Anti Social Behaviour.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,299	(167)	1,132		22.00
Total Savings Made			(71)		2.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	POLICY SUPPORT TEAM (PST)				
Description	Central policy and support team to Locality Management function across the city				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	73	11	84	-	84

Line	A2				
Activity	SAFER COMMUNITIES PARTNERSHIP				
Description	Co-ordination of the City's approach to Anti Social Behaviour, including management of the Safer Neighbourhood Officers. Funding for the City's Integrated Domestic Abuse service. This funding supports the servicing and co-ordination of the Statutory Crime and Disorder Partnership Function and delivery of associated statutory duties				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
20	601	614	1,215	(167)	1,047



Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LIBRARIES (Division)

Description of core purpose of Planning Entity	Provision to provide under the 1974 Public Libraries & Museums Act 'a comprehensive and efficient library service ' for all those who live,work or are educated in Sheffield. The key roles of the service include the promotion of reading and celebration of books and other media, the provision of welcoming libraries and library spaces, as 'hubs' for Sheffield's successful centres and for celebrating the city's diverse history, locality and culture,and the promotion of lifelong learning.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	7,262	(1,248)	6,014	190.00
Total Savings Made			(423)	14.90

NB all monetary amounts shown in £'000s

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

Line	A5				
Activity	LIBRARIES				
Description	Library services				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
190	4,905	2,357	7,262	(1,248)	6,014

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

Line	E1				
Activity	Inflation				
Description	1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	53	-	53	-	53

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LIBRARIES (Division)

### Section 3: Summary of Savings

Line	B1				
Activity	Review of Libraries				
Description	The Library service has to save £1.6m over the next 2 to 3 years. There are some groups who have proposals for an alternative means of providing library services, so an initial saving of £370k is proposed in 2013, rising to £1.6m from 2014, to give a period in which proposals can come forward for review and consultation				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
15	(370)	-	(370)	-	(370)

Line	B3				
Activity	Mitigate 1% Pay Award				
Description	Mitigate 1% Pay Award through vacancy control, salary sacrifice etc				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	(53)	-	(53)	-	(53)

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

Description of core purpose of Planning Entity	The Locality Management Team runs the 31 Council owned Community Buildings available for local people and communities to rent and hire; the seven Community Assemblies that provide political leaderships at a community level across the City, support for the VCF sector at a local level including community based funding and advice and guidance for local elected members on policy and delivery.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	792	(80)	712		20.00
Total Savings Made			(1,961)		17.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CENTRAL COSTS				
Description	Cross-cutting management and support costs for Community Services. Directors and support costs. Includes supplies and services for the service and rent of Sovereign House, and rent from DAAT.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	209	44	253	(45)	208

Line	A2				
Activity	LOCALITY ARRANGEMENTS				
Description	The key objectives of the Locality Arrangements (previously Community Assemblies) are to: 1. put local decision-making by local elected members at the heart of how the Council does business creating greater responsiveness and accountability to local communities; 2. Establish new governance structures and approaches to locality budgeting and management, led by the Assemblies; & 3. To develop new ways of working to support the City's approach to devolution, entrepreneurialism and fairness, including significant changes to the way the Council delivers services in local areas.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	185	319	504	-	504

Line	A3				
Activity	COMMUNITY BUILDINGS				
Description	Manage Council owned Community Buildings(26) and sites (5), delivering improved management practice addressing a history of under use and poor maintenance which includes leasing/letting agreements, charging policy and annual capital investment plan with specific regard to improving safety.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	133	(98)	35	(35)	0





# Place

	BIP ref	<u>Gross Expenditure</u> £000	<u>Gross Income</u> £000	<u>Net Expenditure</u> £000
Business Strategy and Regulation	PLA 1	36,478	8,012	28,466
Creative Sheffield	PLA 5	4,973	982	3,991
Culture and Environment	PLA 8	27,552	9,771	17,781
Development Services	PLA 16	66,427	15,883	50,544
Housing Enterprise and Regeneration	PLA 20	6,832	6,799	33
Marketing Sheffield	PLA 23	1,135	250	885
Sustainable Development	PLA 25	472	212	260
		<b>143,869</b>	<b>41,909</b>	<b>101,960</b>





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

Description of core purpose of Planning Entity	To ensure the portfolio is strategically well placed in terms of business planning, performance management, resource and investment management, business improvement and change management, resilience and effective Governance. The city is well protected and safe through effective regulation, enforcement and Licensing and that the Council's statutory obligations in this regard are efficiently and effectively discharged.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	36,478	(8,012)	28,466	149.00
Total Savings Made			(2,430)	7.60

NB all monetary amounts shown in £'000s

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

Line	A1					
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
	15	794	157	951	(69)	882

Line	A2					
Activity	CORONER					
Description	The Coroner's service investigates unexplained deaths, carrying out post-mortems and hosting the coroner's court.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	4	305	649	954	(423)	531

Line	A3					
Activity	ENVIRONMENTAL REGULATIONS					
Description	Environmental Regulation covers a range of activities including environmental protection, health protection, trading standards and pest control. The majority of activity relates to the implementation of legally enforceable measures. The service exists to keep the city safe and healthy while protecting the environment.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	94	3,575	1,241	4,816	(953)	3,863

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

Line	A6				
Activity	MEDICO LEGAL				
Description	The Medico-Legal Centre provides services to the Coroner supporting the investigation of unexplained deaths.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	396	186	582	(112)	470

Line	A7				
Activity	LICENSING				
Description	Delivery of the Council's legal / statutory / non statutory licensing functions in relation to safety of sports grounds, taxis, alcohol & entertainment (pubs, clubs, theatres, cinemas, off licence, take aways etc.) gambling premises (casinos, betting shops, bingo halls etc.) sex establishments, street collections, house to house collections, pet shops, dangerous wild animals etc.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
22	786	143	928	(1,400)	(472)

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 highest landfill diversion rates in the country. The budget includes a small client team responsible for the management of the contract and development of strategy for managing waste in the city.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	305	27,942	28,247	(5,055)	23,192

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

Line	E1				
Activity	Inflation				
Description	Provision for inflationary increase in energy (10%) and rates (2.8%).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	20	20	-	20



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

Line	B4					
Activity	Service charges introduced for rat treatment.					
Description	To introduce charging for delivery of the rat treatment service. However people who receive most benefits will not have to pay.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	2	(40)	(14)	(54)	(56)	(110)

Line	B5					
Activity	Multi-occupancy Waste Collection					
Description	Will be managed as a business waste stream in future					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(200)	(200)	-	(200)

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.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,973	(982)	3,991		0.00
Total Savings Made			(400)		2.00

NB all monetary amounts shown in £'000s

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

Line	A3				
Activity	CORPORATE CS MGT				
Description	Management and all operational costs of the service including accommodation for Creative Sheffield and Marketing Sheffield and in year activity budgets.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	255	361	616	-	616

Line	A4				
Activity	ENTERPRISE				
Description	Delivery of a range of core business support programmes that assist business to start up and grow.				
Grant Income Source	LOCAL ENTERPRISE GROWTH INITIATIVE				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	296	1,946	2,242	(495)	1,747

Line	A5				
Activity	SECTOR GROWTH				
Description	Delivery of core investment and sector development activities that attract external investment into Sheffield, support key employers, and drives growth in our key industry sectors.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	640	1,136	1,776	(487)	1,289

Line	A6				
Activity	STRATEGY AND SKILLS				
Description	Economic policy and strategy support and activities that promote the development and retention of high level skills and graduate utilisation in Sheffield.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	174	165	339	-	339



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

Line	B3					
Activity	Reduction in overheads					
Description	Reductions in operating costs, overheads and in year project spend in Creative Sheffield now that three previous separate teams have been brought together. This has led to efficiencies to be realised in 2013/14. The remainder will be found be removing budget for Creative Sheffield's in year project spend.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(87)	(87)	-	(87)

Line	B4					
Activity	Tapering down graduate employability project					
Description	Reduction and tapering down of SCC contribution to graduate employability project with both Universities reducing the amount of money available to pump prime projects that look to place graduates with local SMEs.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(50)	(50)	-	(50)



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.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	27,552	(9,771)	17,781	314.65
Total Savings Made			(3,737)	49.80

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	ACTIVITY SHEFFIELD				
Description	Activity Sheffield particularly targets children/young people and older people. It offers a wide choice of activities through sport, play, and physical activity. It makes a major contribution to the city's health improvement agenda and a positive impact on the city's wider regeneration agendas e.g. community programmes, reducing Anti Social Behaviour, and helping older people become more independent. It creates pride in local communities and increases the skills and confidence of local people. .				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36	1,810	514	2,324	(863)	1,461

Line	A2				
Activity	ARTS STRATEGY				
Description	Business development and delivering key projects for arts and culture in the city. Specifically, facilitating the implementation of the strategic projects and working with partners and organisations across the city to maximise the impact of culture.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	62	29	91	-	91

Line	A3				
Activity	BEREAVEMENT SERVICES				
Description	Providing a burial & cremation service, managing City Road and Hutcliffe Wood Crematoria, and 16 Cemeteries across the city. Provision of memorialisation, including bronze plaques, Book of Remembrance.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
43	1,410	1,058	2,468	(2,746)	(278)

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

Line	A4					
Activity	CITY CENTRE MANAGEMENT					
Description	To manage the city centre in an efficient and integrated manner to aim to sustain current investment, footfall and retail spend and to attract future investment opportunities. We will effectively manage the city centre spaces and streets to ensure that not only their potential is fully realised, but also that they are effectively maintained in response to increased use, demands and expectations and to manage the city wide CCTV network to ensure it provides an efficient, reliable service to all partners and stakeholders.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	24	790	1,312	2,102	(797)	1,305

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	129	79	207	-	207

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
	9	411	403	814	(458)	356

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

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
199	5,992	4,093	10,084	(4,355)	5,729

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	45	9,417	9,461	(553)	8,909

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

Line	E1				
Activity	Inflation				
Description	Provision for a 1% pay award - City Centre Management and Events				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	14	-	14	-	14

Line	E2				
Activity	Inflation				
Description	Provision for a 1% pay award - Parks				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	85	-	85	-	85



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

**Section 3: Summary of Savings**

<b>Line B1</b>					
<b>Activity</b> Museums Sheffield - reduction in grant					
<b>Description</b> No venue closures or reduction in opening hours. Savings made via restructure, efficiencies, and new income					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	(200)	(200)	-	(200)

<b>Line B2</b>					
<b>Activity</b> reduction in grants - STT, SMEC and SITE					
<b>Description</b> Reduction in grants to Sheffield Theatres Trust (£106k), Sheffield Media & exhibition Centre (£9k) and Site Gallery (£5k). No closures but risk of amended/ reduced programmes.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	(120)	(120)	-	(120)

<b>Line B3</b>					
<b>Activity</b> Trusts overhead efficiencies					
<b>Description</b> Independent report commissioned to examine options for shared efficiencies. This will result in a reduction of grant payable to SCT					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	(266)	(266)	-	(266)

<b>Line B4</b>					
<b>Activity</b> City Centre management efficiencies					
<b>Description</b> Reduce management and maintenance posts. Increase commercial income.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
2	(54)	(26)	(80)	(120)	(200)

<b>Line B5</b>					
<b>Activity</b> Reduce Events programme					
<b>Description</b> Reduce grant/spend across current events programme. Selective increase in income.Reduce staff numbers in Events team					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
2	(60)	(65)	(125)	(25)	(150)

<b>Line B6</b>					
<b>Activity</b> Close Stocksbridge Leisure Centre					
<b>Description</b> Close Stocksbridge Leisure centre.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	(398)	(398)	-	(398)

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

Line	B7				
Activity	Reduce grant to Uppertorpe HLC				
Description	Reduction in grant to Uppertorpe Healthy Living Centre				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(50)	(50)	-	(50)

Line	B8				
Activity	Urban Country parks				
Description	Conversion of selected sites from higher cost mowing regimes to meadow/ woodland, allotments, and mixed areas, to reduce maintenance costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	(100)	-	(100)	-	(100)

Line	B9				
Activity	Bowling greens - reduce costs, retain greens				
Description	Negotiated with clubs to retain the number of greens whilst reducing maintenance costs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(100)	-	(100)	-	(100)

Line	B10				
Activity	Parks Operating efficiencies				
Description	reduce operating costs, mainly from Transport and machinery. Includes 1 post				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(30)	(120)	(150)	-	(150)

Line	B11				
Activity	Parks- management savings				
Description	management savings				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(100)	-	(100)	-	(100)

Line	B12				
Activity	Close Public toilets				
Description	Full closure programme but retain 7 Superloos (Contractual commitment until 2014)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(225)	(225)	-	(225)

Line	B13				
Activity	Reduce Parks Project Officer posts				
Description	Reduce by 3 posts				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(100)	-	(100)	-	(100)

Line	B14				
------	-----	--	--	--	--

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

Activity	Activity Sheffield Mgmt & efficiencies				
Description	reduce management and supplies & services costs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(45)	(55)	(100)	-	(100)

Line	B15				
Activity	Close Don Valley Stadium but reopen Woodbourn				
Description	Close Don Valley Stadium but refurbish and reopen Woodbourn Rd stadium. Gross full year saving of £708k. Assumes half year saving of £354k only, to accommodate existing commitments, allow refurbishment of Woodbourn, and ensure a seamless transfer to Woodbourn. During 2013/14 there will be one off closure costs. There will be a further net cost of £68k to fund running costs of Woodbourn Road.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(354)	(354)	-	(354)

Line	B16				
Activity	Activity Sheffield - review of service delivery				
Description	Switch to self funded development/elite swimming and diving programmes. New delivery model for community play/recreation facilities and prioritise higher impact/lower cost outreach teams.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	(171)	(59)	(230)	(70)	(300)

Line	B17				
Activity	Reduction in Ranger service				
Description	Reduce Ranger service staffing to concentrate on site maintenance only.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10	(300)	-	(300)	-	(300)

Line	B18				
Activity	Increase income from Parks & bereavement				
Description	Increase income from allotments, Bereavement, Timber sales , Car Parking and play inspection services				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(200)	(200)

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

Line	B20					
Activity	Parks NEAT team and Norton Nursery					
Description	Staff reductions and reduced operating costs of Norton Nursery (environmental maintenance and reduced floral displays)					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	6	(122)	(16)	(138)	-	(138)

Line	B21					
Activity	Activity Sheffield Loss of Temporary staff					
Description	Loss of temporary staff due to loss of funding.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	5	(176)	(10)	(186)	-	(186)



Directorate	PLACE
Service	DEVELOPMENT SERVICES
Planning Entity	DEVELOPMENT SERVICES (Service)

Description of core purpose of Planning Entity	Development Services is responsible for the physical development of the City and promoting sustainable regeneration. This includes 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.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	66,427	(15,883)	50,544	323.34
Total Savings Made			(2,924)	62.00

NB all monetary amounts shown in £'000s

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

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
2	99	107	206	-	206

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 its Conservation Areas and Listed Buildings and achieve design quality in new development. To design major new greenspace and public realm projects eg The Moor 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
116	4,428	724	5,151	(3,723)	1,428

Directorate	PLACE
Service	DEVELOPMENT SERVICES
Planning Entity	DEVELOPMENT SERVICES (Service)

Line	A5					
Activity	PRECEPTS AND LEVIES					
Description	<p>The Environment Agency charge Sheffield City Council a levy to cover flood defence for main rivers in the Sheffield area. Flood defence money is spent on the construction of new flood defence schemes, the maintenance of the river system and existing flood defences and the flood warning system.</p> <p>Sheffield City Council procures a core bus service via South Yorkshire Passenger Transport Executive to serve Sheffield on Boxing Day and New Year's Day and assist people travelling around the city, when no commercial operators run.</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	198	198	-	198

Line	A6					
Activity	TRANSPORT TRAFFIC & PARKING SE					
Description	<p>To plan, administer, coordinate 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:</p> <p>Transport Vision &amp; Strategy                      Highway Network Management                      Central Project Delivery/Air Quality, Traffic Data &amp; Modelling                      Northern Project Delivery/Traffic Management, Scheme Design &amp; Traffic Regulations                      Southern Project Delivery/Road Safety and School Crossing Patrol Wardens                      Transport Traffic &amp; Parking Services (TTAPS) Business Management/Public Rights of Way and Land Drainage,                      Flood Risk Management                      Parking Services</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	163	5,984	4,227	10,210	(11,683)	(1,473)

Line	A8					
Activity	HIGHWAY MAINTENANCE DIVISION					
Description	<p>Management of the Highways PFI Contract                      Provision of a Development Control and Adoptions service                      Provision of a Highways records service                      Delivery of Highways related infrastructure programme and works</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	42	1,606	49,056	50,661	(476)	50,185



Directorate	PLACE
Service	DEVELOPMENT SERVICES
Planning Entity	DEVELOPMENT SERVICES (Service)

Line	B4				
Activity	Highway Maint: Cost savings/restructure/vacancies				
Description	Review staffing levels/structures/shared service reviews Review budgets/overheads				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(135)	(55)	(190)	-	(190)

Line	B5				
Activity	Cease free H & disabled bay road markings				
Description	Withdraw the facility for residents with Blue Badges and on income support to gain free provision of H road markings/disabled bays.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(30)	(30)	-	(30)

Line	B6				
Activity	Restructure TTAPS & Highway Maintenance services				
Description	Staffing efficiencies through fundamental restructure and reduced cost of ad hoc technical advice.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36	(1,175)	(31)	(1,206)	-	(1,206)

Line	B9				
Activity	Highways- Additional income generation				
Description	Charge LTP schemes for supervision 60 Increase Charges for services 10 Explore new income streams 5				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(75)	(75)

Line	B10				
Activity	Restructure of HERS and Development Services				
Description	Staffing efficiencies from re-designing the combined services.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
20	(470)	-	(470)	-	(470)

Directorate	PLACE
Service	HERS
Planning Entity	HERS (Service)

Description of core purpose of Planning Entity	Regeneration of Neighbourhoods and the City Centre, including Sheffield Markets and the New Retail Quarter. Development and management of the Sheffield Local Housing Company. Liaison with registered providers and local housing developers, production of the Housing Strategy, management of the Housing Capital Programme and ensuring an investment in Council homes, Capital Delivery Unit.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	6,832	(6,799)	33	133.00
Total Savings Made			(714)	4.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	CAPITAL DELIVERY SERVICE					
Description	The development and delivery agent for all council-led and procured building and construction projects. The Service ensures that projects, including building, construction and development projects, are scoped, developed, procured, delivered and managed as efficiently, economically and successfully as possible whilst delivering the required outcomes to the highest possible quality and ensuring that the requisite corporate processes are followed.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	82	3,513	413	3,926	(4,275)	(350)

Line	A2					
Activity	CITY DEVELOPMENT DIVISION					
Description	Provides professional support and project management for City Centre and upper and lower Don Valley priority areas.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	11	500	327	827	(573)	254

Line	A4					
Activity	HERS DIRECTOR					
Description	Senior management and support of the service					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	5	218	-	218	(255)	(38)

Directorate	PLACE
Service	HERS
Planning Entity	HERS (Service)

Line	A5				
Activity	HSG STRATEGY & INVESTMENT				
Description	Provides the client role for asset management for Housing. It runs the Housing Capital Programme and the active asset management plan. It provides the Housing strategy along with with policy documents on new and emerging initiatives.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
17	361	216	576	(608)	(32)

Line	A6				
Activity	REGENERATION				
Description	Provides professional and project management support to neighbourhoods and investment programmes, working closely with local members of the community and external funding agencies. It also delivers the Sheffield Housing Company.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18	672	613	1,286	(1,087)	199

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

Line	E1				
Activity	Inflation				
Description	Provision for an inflationary increase in energy (10%) and rates (2.8%).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	12	12	-	12

Line	E2				
Activity	Inflation				
Description	Provision for a 1% pay award.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	57	-	57	-	57

Directorate	PLACE
Service	HERS
Planning Entity	HERS (Service)

**Section 3: Summary of Savings**

<b>Line B1</b>					
<b>Activity</b> Replacing of general fund with capital funding					
<b>Description</b> Increase in fee income generation and recharge of officer times to capital projects within City Development service.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	-	-	(130)	(130)

<b>Line B2</b>					
<b>Activity</b> Reduction in senior management					
<b>Description</b> Savings from reducing senior management following the merger of HERS and Development Services					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
4	(300)	-	(300)	-	(300)

<b>Line B3</b>					
<b>Activity</b> Replacing of general fund with capital funding					
<b>Description</b> Increase in fee income generation and recharge of officer times to capital projects within the Regeneration Service.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	-	-	(69)	(69)

<b>Line B4</b>					
<b>Activity</b> Efficiencies and increase capital fee works					
<b>Description</b> Service efficiencies and increased charges to capital projects within the Capital Delivery Service.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	(82)	(82)	(50)	(132)

<b>Line B5</b>					
<b>Activity</b> Replacement of general fund with Local Growth Find					
<b>Description</b> Local Growth Fund used to support project officer time within the City Development Team on the LowerDon Valley Flood Defence and Don Valley Master Plan projects					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	-	-	(83)	(83)

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

Description of core purpose of Planning Entity	Strategic marketing of Sheffield as a destination to key target audiences of trade, talent and tourism.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,135	(250)	885	14.00
Total Savings Made			(266)	1.40

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	MARKETING SHEFFIELD					
Description	Strategic Marketing of Sheffield as a destination to key target audiences of Trade, Talent and Tourism This involves Trade Marketing of the city through the creation of on-line and off-line marketing materials and strategic business events such as the MADE Festival, The Global Manufacturing Festival and the 100 Years of Stainless Steel initiative in 2013. Marketing Sheffield is also responsible for driving the visitor economy, this includes operating the Tourist Information Centre, the WelcometoSheffield website/guide, and partnerships with national Tourism agency and relevant regional Tourism partners. Marketing Sheffield also operates the Sheffield Convention Bureau - attracting high profile conferences and exhibitions to the city. This activity is spearheaded by a Sheffield Conference Ambassador Programme.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	14	454	195	649	(250)	399

Line	A2					
Activity	MAJOR EVENTS					
Description	Commissioning major events including World Snooker, Tramlines, DocFest and MADE festival					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	486	486	-	486

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

Line	E1					
Activity	Inflation					
Description	Provision for a 1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	5	-	5	-	5



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

Line	E2				
Activity	Inflation				
Description	Provision for an inflationary increase in energy (10%) and rates (2.8%).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	4	4	-	4

Line	E3				
Activity	Loss of Funding				
Description	Loss of Welcome To Yorkshire funding for World Snooker				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	125	125

**Section 3: Summary of Savings**

Line	B1				
Activity	Staffing reduction				
Description	Staff reduction				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(80)	-	(80)	-	(80)

Line	B2				
Activity	Reduce Major Events programme				
Description	Including remove support for Great Yorkshire Run and Sensoria. Reduce support for Tramlines				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(125)	(125)	-	(125)

Line	B3				
Activity	Review subscriptions				
Description	review subscriptions				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(50)	(50)	-	(50)

Line	B4				
Activity	Efficiency savings				
Description	Reduce marketing expenditure				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(11)	(11)	-	(11)

Directorate	PLACE
Service	SUSTAINABLE DEVELOPMENT
Planning Entity	SUSTAINABLE DEVELOPMENT (Service)

Description of core purpose of Planning Entity	The Sustainable Development team has a key role in supporting the Corporate Plan priority of Protecting and Enhancing the Environment by providing a plan to reduce the City's carbon footprint. We will also support the ambitions within the Corporate Plan around Leading Sheffield's Transformation through the Council's economic strategy and contribute towards Vibrant, Safe and Strong Communities and Supporting People to be Healthy and Independent.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	472	(212)	260	15.00
Total Savings Made			(82)	0.00

NB all monetary amounts shown in £'000s

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

Line	A2				
Activity	ENVIRONMENTAL STRATEGY				
Description	A single small core policy and strategy team providing capability to bring about a step change in the City's challenge on carbon reduction and lead the 'Environmentally Responsible City' component of the Corporate Plan. The team is a strategic service that develops opportunities to engage business in delivering the outcomes which the City will need to move forward on this agenda.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	268	21	289	-	289

Line	A3				
Activity	STRATEGIC HOUSING				
Description	Part of the Sustainable Development Service, this is a small strategic service that develops opportunities to engage business in delivering the outcomes which the City will need to move forward on this agenda. The team is responsible for bringing in external capital funding rewards for undertaking energy efficiency initiatives to support the major capital projects including the Council's Free Insulation Scheme.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	150	33	183	(212)	(29)

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

Line	E1				
Activity	Inflation				
Description	Provision for a 1% pay award.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	5	-	5	-	5

Directorate	PLACE
Service	SUSTAINABLE DEVELOPMENT
Planning Entity	SUSTAINABLE DEVELOPMENT (Service)

**Section 3: Summary of Savings**

Line		B2			
Activity		Affordable Warmth to become self-sufficient			
Description		Move over 5 years to "No General Fund Support", all work resourced from external funding			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(32)	(32)

Line		B3			
Activity		Carbon Reduction Commitment			
Description		Carbon Reduction Commitment reduces in line with anticipated reductions in electricity consumptions achieved through energy efficiencies initiatives			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(50)	(50)	-	(50)

# Deputy Chief Executive

	BIP ref	<u>Gross Expenditure</u> £000	<u>Gross Income</u> £000	<u>Net Expenditure</u> £000
Business Development	DCEX 1	1,259	14	1,245
Health Improvement	DCEX 3	96	10	86
Modern Governance	DCEX 4	3,414	45	3,369
Performance and Corporate Planning	DCEX 8	2,336	1,442	894
Policy, Partnership and Research	DCEX 10	3,147	0	3,147
		<b>10,252</b>	<b>1,511</b>	<b>8,741</b>



Directorate	DEPUTY CHIEF EXECUTIVE
Service	BUSINESS DEVELOPMENT
Planning Entity	BUSINESS DEVELOPMENT (Service)

Description of core purpose of Planning Entity	The aim of the service is to deliver an integrated, flexible and effective support service for Elected Members, the Chief Executive's Office and the whole of DCX and to support DCX services to comply with performance and planning and other corporate processes.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,259	(14)	1,245	31.30
Total Savings Made			(271)	8.10

NB all monetary amounts shown in £'000s

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

Line	A3					
Activity	BUSINESS DEVELOPMENT					
Description	Provide support for teams currently within the Deputy Chief Executive's area (DCX) including: High quality business support services to DCX teams. High quality administrative and secretarial support to Elected Members. Executive Support to DCX Directors and Assistant Directors. Cross-cutting strategic planning and business management support for DCX Services. Executive Support to Chief Executive.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	31	761	57	818	(14)	804

Line	A4					
Activity	CEX					
Description	Executive Support to Chief Executive and Deputy Chief Executive					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	425	16	441	-	441

Directorate	DEPUTY CHIEF EXECUTIVE
Service	BUSINESS DEVELOPMENT
Planning Entity	BUSINESS DEVELOPMENT (Service)

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

Line	E1				
Activity	Inflation				
Description	Staffing pressures (1% Pay Award).				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	11	-	11	-	11

**Section 3: Summary of Savings**

Line	B1				
Activity	Business Development				
Description	Restructure of Support Services - Business Support, Members Support, Business Strategy, DCX PA's and CEX Office to achieve savings. Also, reduction to Business Development non staffing budgets. Plus general efficiencies re vacancy management				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
8	(221)	(50)	(271)	-	(271)

Directorate	DEPUTY CHIEF EXECUTIVE
Service	HEALTH IMPROVEMENT
Planning Entity	HEALTH IMPROVEMENT (Service)

Description of core purpose of Planning Entity	The team works across the Council, the Sheffield First Partnership, NHS Sheffield and other organisations in the city, leading on work to prevent illness and improve wellbeing. This includes Sheffield's commitment to being a World Health Organisation Healthy City.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	96	(10)	86	3.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

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

Line	A3				
Activity	HEALTH				
Description	The Health Improvement Team provides the strategic lead for improving the health of the City's residents and reducing health inequalities across the City. The team is made up of a Director of Health Improvement ( funded by SCC) and a World Health Organisation Healthy Cities Coordinator (funded by NHS Sheffield). The team will become part of the Council's Public Health Unit when the transfer of Public Health staff currently based in the NHS are transferred over officially on the 1st April 2013.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	96	-	96	(10)	86

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



Directorate	DEPUTY CHIEF EXECUTIVE
Service	MODERN GOVERNANCE
Planning Entity	MODERN GOVERNANCE (Service)

Description of core purpose of Planning Entity	Modern Governance comprises a number of central teams, dedicated to ensuring that our Council operates efficiently and democratically and in a way that is open, transparent and inclusive for people in Sheffield. The teams include: Democratic Services, Emergency Planning, Governance and Involvement, Lord Mayor's Office, Organisational Change, Political Assistants and Group Support.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,414	(45)	3,369		29.06
Total Savings Made			(354)		0.50

NB all monetary amounts shown in £'000s

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

Line	A4				
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, Community Assemblies, the Audit Committee and running the Lord Mayor's office.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15	513	116	629	(30)	599

Line	A5				
Activity	GOVERNANCE & INVOLVEMENT				
Description	The purpose of this team is to extend democracy and community involvement into the business of the Council. This includes providing electoral services and ensuring the Council meets statutory equality duties.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12	369	479	848	(10)	838

Line	A8				
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
-	-	282	282	-	282

Directorate	DEPUTY CHIEF EXECUTIVE
Service	MODERN GOVERNANCE
Planning Entity	MODERN GOVERNANCE (Service)

Line	A9				
Activity	MEMBERS' BUDGETS				
Description	Provide a range of support for elected members. Provide and administer allowances for elected members including special responsibility and basic allowances, travel expenses, training and conference costs				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	1,550	1,550	(5)	1,545

Line	A10				
Activity	POLITICAL ASSISTANTS				
Description	Political assistants and group support officers provide policy and research capacity for the major political groups and support groups administration				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	105	-	105	-	105

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

Line	E1				
Activity	Inflation				
Description	Staffing Pressures (1% pay award).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	8	-	8	-	8

Line	E3				
Activity	Loss of Funding				
Description	Modern - Gov system.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	10	10	-	10

Line	E4				
Activity	Demand				
Description	Pressure associated with ensuring an efficient and effective registration process for 2013/14				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	60	60	-	60

Directorate	DEPUTY CHIEF EXECUTIVE
Service	MODERN GOVERNANCE
Planning Entity	MODERN GOVERNANCE (Service)

### Section 3: Summary of Savings

Line B2					
Activity Mayoral Team					
Description Reduction in non staffing expenditure and staffing expenditure. Proposal includes reduction in hospitality, stationery, further reduction to transport costs and reduction to costs of badges for retiring Lord Mayor.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(14)	(16)	(30)	-	(30)

Line B3					
Activity Governance and Involvement					
Description Reduction In non staffing expenditure. Reduction is to Governance and Involvement activity budget.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(16)	(16)	-	(16)

Line B4					
Activity Emergency Planning					
Description 15% reduction in staffing and activity budgets agreed with Rotherham BC through Emergency Planning Shared Service.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(42)	(42)	-	(42)

Line B5					
Activity Committee Secretariat					
Description Reduction in non staffing expenditure. Reductions include printing budgets, stationery budgets and ceasing the production of the Year Book and Diary.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(25)	(25)	-	(25)

Line B6					
Activity Committee Secretariat					
Description Full cost recovery for externally funded democratic services work.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(30)	(30)

Line B7					
Activity Members Budgets					
Description Planned reductions to the Council's formal governance structures will mean less Special Responsibility Allowances.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(100)	(100)	-	(100)

Directorate	DEPUTY CHIEF EXECUTIVE
Service	MODERN GOVERNANCE
Planning Entity	MODERN GOVERNANCE (Service)

Line	B8					
Activity	Democratic services					
Description	Reduction in activity in line with changes to governance structures plus vacancy management.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	(51)	-	(51)	-	(51)

Line	B9					
Activity	Elections					
Description	Use of fallow year elections fund to offset £60k pressure around registrations process. The overall spending profile for the 4 year electoral cycle 2013-17 will be finalised following legislation and government guidance on the introduction of Individual Electoral Registration					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(60)	(60)	-	(60)

Directorate	DEPUTY CHIEF EXECUTIVE
Service	PERFORMANCE AND CORP PLANNING
Planning Entity	PERFORMANCE AND CORP PLANNING (Service)

Description of core purpose of Planning Entity	The Performance and Corporate Planning Service provides support to the Council's leadership and its services. It ensures that the Council's resources are focused on its priorities, and that risks to the delivery of Council priorities are identified and tackled early. The service also ensures that the Council communicates effectively with staff, partners and the public and that the communications and marketing expertise we have is focused on helping the Council deliver its priorities.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,336	(1,442)	894		40.55
Total Savings Made			(117)		4.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	CORE BUSINESS					
Description	The service ensures that the council communicates effectively with staff, partners and the public and that the communications and marketing expertise we have is focused on helping the council deliver its priorities					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	(63)	-	(63)	-	(63)

Line	A2					
Activity	COMMUNICATIONS					
Description	The service ensures that the council communicates effectively with staff, partners and the public and that the communications and marketing expertise we have is focused on helping the council deliver its priorities					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	35	1,287	655	1,942	(1,423)	519

Line	A3					
Activity	PERFORMANCE					
Description	The role of the Corporate Performance Team is to develop, co-ordinate, monitor and advise on the Council's corporate performance management framework. The team also ensures the Council meets its statutory inspection and audit requirements and facilitates the continuous improvement of Council services and delivery of the Council's Corporate Plan Priorities.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	6	447	10	457	(19)	438



Directorate	DEPUTY CHIEF EXECUTIVE
Service	POLICY,PARTNERSHIP,AND RESEARC
Planning Entity	POLICY,PARTNERSHIP,AND RESEARC (Service)

Description of core purpose of Planning Entity	Undertakes a variety of policy, project and review work, including developing corporate policy and strategy, providing policy briefings and undertaking specific projects. The service underpins this work with high quality evidence, research and analysis for the authority. This includes commissioning primary research, statistical and geographical data analysis and secondary research and evaluation. Through the GIS function we provide support to a number of other critical functions and projects.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	3,147	-	3,147	11.10
Total Savings Made			(455)	4.80

NB all monetary amounts shown in £'000s

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

Line	A2				
Activity	POLICY & RESEARCH				
Description	<p>To provide a policy function for the authority that works to ensure that the Corporate Plan outcomes are translated into deliverable policy and strategy, resulting in improved outcomes and reduced costs. To interpret Government policy and analyse how this impacts our ability to achieve ambitions. To lead policy and strategy projects for the Council.</p> <p>To provide an integrated analysis/intelligence service, providing information about Sheffield's communities, and emerging trends/issues of importance to the city. To lead on needs analyses for the city and to provide geographical analysis expertise.</p> <p>To develop the Council's relationship with the Voluntary, Community and Faith sectors, including helping implement the Compact, manage the grant aid budget and lead on financial inclusion. To provide leadership on key elements in the Tackling Poverty and Increasing Social Justice outcome.</p>				
Grant Income Source					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Net Revenue Expenditure
	11	605	4	609	-

Directorate	DEPUTY CHIEF EXECUTIVE
Service	POLICY,PARTNERSHIP,AND RESEARC
Planning Entity	POLICY,PARTNERSHIP,AND RESEARC (Service)

Line	A3					
Activity	VOLUNTARY SECTOR					
Description	<p>To support the local voluntary and community sector by managing the Council's Grant Aid budget in line with the current funding themes that support the corporate plan 'Standing Up for Sheffield'.</p> <p>Tackling poverty, promoting social justice and financial inclusion</p> <p>Building social inclusion and cohesion and fostering good relations</p> <p>Supporting the infrastructure of the local voluntary sector to enable it to thrive and deliver</p> <p>To support the Council's engagement with the sector through the Sheffield Compact.</p> <p>To support the network of lunch clubs throughout the city providing support to older people.</p> <p>The voluntary and community sector organisations funded will mobilise volunteering and promote active citizenship, provide experience and training opportunities and work to reduce social exclusion and promote community well-being</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	2,538	2,538	-	2,538

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

Line	E1					
Activity	Inflation					
Description	Staffing pressures (1% Pay Award).					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	6	-	6	-	6

Line	E2					
Activity	Loss of Funding					
Description	Drop out of £100k budget from 2010/11					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	100	100	-	100



Directorate	DEPUTY CHIEF EXECUTIVE
Service	POLICY,PARTNERSHIP,AND RESEARC
Planning Entity	POLICY,PARTNERSHIP,AND RESEARC (Service)

### Section 3: Summary of Savings

Line B1					
Activity Policy, Partnerships and Research					
Description Reduce staffing levels across the service, with knock on impact on capacity levels, leading to reduced ability to carry out both proactive and reactive activity. Specific impacts likely to include stopping or reducing unpaid survey and consultation activity (including employee survey), significantly reduced corporate policy and strategy support.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(154)	-	(154)	-	(154)

Line B2					
Activity Tackling poverty					
Description Reduction to the Voluntary Sector Grant Aid budget during 2013/14. This reduction means previously funded organisations who apply for funding in 2013/14 may see a reduction in the level of funding they receive. It is likely that fewer organisations will be able to be supported as a result of this reduction.  Spending will be maintained at existing levels for Lunch Clubs due to the critical preventative services they provide.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(301)	(301)	-	(301)

# Resources

	BIP ref	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
Business Information Solutions	RES 1	1,251	615	636
Commercial Services	RES 3	1,532	1,086	446
Commercial Services Savings	RES 6	0	1,001	-1,001
Customer Services	RES 7	6,069	644	5,425
Finance	RES 9	7,848	1,609	6,239
Finance - Capita	RES 13	12,943	21	12,922
Human Resources	RES 14	6,663	4,442	2,221
Human Resources - Capita	RES 17	3,233	113	3,120
ICT - Capita	RES 18	10,619	2,527	8,092
Legal Services	RES 19	3,717	2,830	887
Programmes and Projects	RES 22	1,819	667	1,152
Property and Facilities Management	RES 24	41,104	25,842	15,262
Transport	RES 28	9,907	9,956	-49
Central Costs	RES 31	10,588	8,457	2,131
Other - Housing & Council Tax Benefit	RES 33	230,223	229,721	502
		<b>347,516</b>	<b>289,531</b>	<b>57,985</b>



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

Description of core purpose of Planning Entity	Business Information Solutions ( BIS ) is responsible for the strategy, governance, assurance and policy relating to ICT activity across Sheffield City Council and associated partners, including governance of the outsourced ICT contract.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,251	(615)	636		35.50
Total Savings Made			(227)		6.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CORE BUSINESS ICT				
Description	Business Information Solutions (BIS) is responsible for the strategy, governance, assurance and policy setting relating to ICT activity across Sheffield City Council and associated partners. This includes governance and assurance of the outsourced ICT contract with Capita.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36	1,446	(195)	1,251	(615)	636

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

Line	E1				
Activity	Inflation				
Description	Pay award 1%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	16	-	16	-	16

Line	E2				
Activity	Loss of Funding				
Description	Pay back to Invest to Save reserve related to iOTP business case				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	99	-	99	-	99

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

**Section 3: Summary of Savings**

<b>Line</b>	B1					
<b>Activity</b>	Integration of BIS team and Transformation team.					
<b>Description</b>	<p>The BIS team and Transformation team will integrate under one director in 2013/14. A significant element of the service will be targeted on technology exploitation and delivery of change projects. This will enable the service to be more focussed on where it is internally trading and charge its costs to the change projects that the service is delivering or supporting the delivery of.</p> <p>In developing the new service there will need to be new roles and changes in roles. It is anticipated that there will be some vulnerability due to the service changes in order to ensure that the service has the right balance of skills and experience.</p>					
	<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
	6	(227)	-	(227)	-	(227)

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.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,532	(1,086)	446	51.75
Total Savings Made			(337)	3.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	ASSISTANT COMMERCIAL DIR (DB)				
Description	To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	584	33	618	(213)	405

Line	A2				
Activity	ASSISTANT COMMERCIAL DIR (MM)				
Description	To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18	202	20	222	(51)	171

Line	A3				
Activity	COMMERCIAL DIRECTOR				
Description	To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	377	136	513	(516)	(3)

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

Line	A4					
Activity	ASSISTANT COMM DIRECTOR DB					
Description	To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	21	366	(186)	180	(306)	(126)

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

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

Line	E2					
Activity	Loss of Funding					
Description	Payback of E Business implementation costs to Invest to Save Reserve					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	229	229	-	229

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

### Section 3: Summary of Savings

<b>Line B1</b>					
<b>Activity</b> Reduction Of One Management Post					
<b>Description</b> Reduction of 1 Grade 10 post due to the efficiencies delivered through implementing and the E Business system and streamlined processes during 2012/13.					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
1	(55)	-	(55)	-	(55)

<b>Line B2</b>					
<b>Activity</b> Consolidation Of Category Management					
<b>Description</b> Reduction of 2 grade 9 procurement category manager posts as a result of consolidating work to reflect reducing Council spend and maintaining the savings and efficiency targets of category management officers (NB 50% of the savings benefits the HRA and has not been counted against the Council Revenue Budget).					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
2	(53)	-	(53)	-	(53)

<b>Line B3</b>					
<b>Activity</b> Recovery of E Business implementation costs					
<b>Description</b> Commercial Services are leading on the implementation of the Mybuy system. The costs of implementation need to be paid back to the Invest to Save reserve and need to be recovered from portfolios in order to do so					
<b>FTE</b>	<b>Staff</b>	<b>Non Staff</b>	<b>Gross Revenue Expenditure</b>	<b>Income</b>	<b>Net Revenue Expenditure</b>
-	-	(229)	(229)	-	(229)



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

Description of core purpose of Planning Entity	This service is to deliver savings through the tendering of goods and services under contracts which represent best value for the Council.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	-	(1,001)	(1,001)	0.00
Total Savings Made			(181)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	COMMERCIAL DIRECTOR				
Description	This service is to deliver savings through the tendering of goods and services under contracts which represent best value for the Council.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(1,001)	(1,001)

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

### Section 3: Summary of Savings

Line	B1				
Activity	Cashable Savings				
Description	Delivery of procurement efficiencies through the delivery of category management plans and activity				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(181)	(181)

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

Description of core purpose of Planning Entity	Customer Services fulfils three key roles in delivering the Customer Focus objectives in our Corporate Plan: we provide the Council's In-Person and Telephone customer access services through First Point offices and the Corporate Contact Centre. We also deliver a number of specialist services and support for external and internal customers. We are leading the Council's Customer Focus Transformation Programme.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	6,069	(644)	5,425	75.22
Total Savings Made			(119)	1.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	CUSTOMER SERVICES					
Description	<p>Corporate Contact Centre - telephone access and information about a range of Council services.  First Point - face-to-face access and information about a range of Council services for residents.  First Point for Business - helps businesses find out and access the support and advice  Fulfilment Team - a range of services to improve accessibility for customers with mobility issues.  Complaints Team  Customer Services' other work with Directorates - Council customer service standards, mystery shopping, avoidable contact. City Wide Alarms Service - 24/7/365 days a year service to vulnerable customers  101 Service - 24/7/365 days a year service to report ASB, low level crime and out of hours services for Childrens, Adult Social Care and Homelessness</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	75	2,518	705	3,223	(644)	2,579

Line	A2					
Activity	CUSTOMER SERVICES PROJECTS					
Description	<p>Customer First Programme Team - is the team leading the Customer Focus Transformation and a number of projects supporting services across the Council in delivering the customer focus objectives in the corporate plan</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-		2,846	2,846		2,846

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

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

Line	E1				
Activity	Inflation				
Description	1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	25	-	25	-	25

Line	E2				
Activity	Loss of Funding				
Description	Savings earmarked for Customer First business case				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	30	30	-	30

### Section 3: Summary of Savings

Line	B1				
Activity	Investigation Fund				
Description	Improvements in investigation handling.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(10)	(10)	-	(10)

Line	B2				
Activity	Vacancy Management				
Description	Staffing savings through vacancy management				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(54)	-	(54)	-	(54)

Line	B3				
Activity	Reduce 101 ICT Costs				
Description	Reduced ICT costs of the 101 service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(30)	(30)	-	(30)

Line	B4				
Activity	City Wide Alarms				
Description	Full year effect of savings agreed in the 2012/13 revenue budget planning in City Wide Alarms, which have been delivered through an Achieving Change.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(25)	(25)	-	(25)

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.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	7,848	(1,609)	6,239	169.73
Total Savings Made			(840)	4.00

NB all monetary amounts shown in £'000s

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

Line	A1					
Activity	BUSINESS PARTNERING					
Description	The business partner approach develops the strategic link between key financial and accounting requirements and resource planning in the portfolios, it provides financial support, advice and challenge to the normal business within each portfolio.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	89	3,364	11	3,375	(832)	2,543

Line	A2					
Activity	FINANCE LEADERSHIP TEAM					
Description	FLT provide the leadership and management for the finance service, advise the Council Senior management team and elected members in developing and implementing the strategic plan and to support the Council Senior 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
	9	675	(84)	591	-	591

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A4				
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 proactive 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
15	615	5	620	(27)	593

Line	A5				
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.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	260	10	270	(148)	122

Line	A6				
Activity	SHARED SERVICES				
Description	Revenues and Benefit Client Team are responsible for ensuring the service standards in the Capita contract are achieved, ensuring statutory functions are delivered. Debt Recovery 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. Financial Systems Support Group 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. 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
36	1,322	1,011	2,333	(38)	2,295

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A7					
Activity	STRATEGIC FINANCE					
Description	Coordinating the strategic financial planning processes: ie the budget setting and medium term planning processes. Coordinating the financial reporting processes including the provision of monthly budget monitoring reports and production of annual statement of accounts. The financial management of the Councils Balance Sheet and the Fixed and Current Asset Base. This includes ensuring that the Council's Capital Programme budget is consolidated and balanced. The provision of 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 functions.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	16	646	13	659	(564)	95

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

Line	E1					
Activity	Inflation					
Description	1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	68	-	68	-	68

Line	E2					
Activity	Loss of Funding					
Description	Payback to Invest to Save reserve - related to funding of OEO system					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	84	84	-	84

### Section 3: Summary of Savings

Line	B1					
Activity	One off savings					
Description	One off savings through vacancy management; salary sacrifice initiatives and management of supplies, services and contracts.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(574)	(574)	-	(574)

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	B2				
Activity	Staff savings				
Description	Deletion of posts which will be implemented part year and forms part of the strategy to balance 2014/15.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
4	(100)	-	(100)	-	(100)

Line	B3				
Activity	Budget roll forward				
Description	Full year effect of savings agreed in the 2012/13 Revenue Budget planning which have been delivered through an Achieving Change.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	(166)	-	(166)	-	(166)

Directorate	RESOURCES
Service	FINANCE - CAPITA
Planning Entity	FINANCE - CAPITA (Service)

Description of core purpose of Planning Entity	Financial Services in the SCC/Capita contract are:- Council Tax - billing, collection and recovery of local taxes raised by the authority (call handling and in-person access). Business Rates - billing, collection and recovery of Business Rates. Housing and Council Tax Benefit - the assessment and payment of state determined benefits that assist low income customers and customers on state benefits with their Council Tax liability and Housing costs (call handling and in-person access). Accounts Receivable - print and dispatch and sundry debtor's accounts. Purchase to Pay - the receipt, scanning and indexing of invoices for supplies and services. Cash collection services for the Council
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	12,943	(21)	12,922		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CAPITA CONTRACT 1				
Description	Financial Services in the SCC / Capita contract include council tax, business rates, housing and council tax benefit, accounts receivable and purchase to pay.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	12,943	12,943	(21)	12,922

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

Line	E1				
Activity	Loss of Funding				
Description	Payback to Invest to Save reserve - due to cessation of IMPREST				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	75	75	-	75



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

Description of core purpose of Planning Entity	The OD/HR Service comprises Occupational Health, Health and Safety, Learning and Development, HR Policy and Strategy, HR Advisory, Employee Relations and management of the Capita contract. It is responsible for the lead on all people policy and practice within Sheffield City Council.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	6,663	(4,442)	2,221	100.66
Total Savings Made			(462)	6.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	HR NON SCHOOLS				
Description	HR services- these comprise- HR Advisory, change and case work services/ HR specialist services e.g. policy/pay and reward/ employee relations/ Learning and development/ Occupational Health / Health and safety/ Business partnering/ Talent Pool/Client arrangements for the Capita contract.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
55	1,963	252	2,215	(371)	1,844

Line	A2				
Activity	SCHOOLS TRADED HR				
Description	HR Service to schools comprises- HR consultancy and advice/ Governance and policy/Projects/ Learning and development/ HR transactions				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
46	3,585	613	4,198	(4,071)	127

Line	A31				
Activity	CORE PROJECT				
Description	Development Activities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	250	250	-	250

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

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

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

Line	E2				
Activity	Loss of Funding				
Description	Payback to Invest to Save reserve - HR client team				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	34	34	-	34

### Section 3: Summary of Savings

Line	B1				
Activity	Staff Savings From Sheffield Homes Integration				
Description	Staff savings enabled by Sheffield Homes integration.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(140)	-	(140)	-	(140)

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

Line	B2					
Activity	Reduction In Non Staff Expenditure					
Description	Review of all non staffing budgets enabled by integration of HR activity in 2012/13.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(124)	(124)	-	(124)

Line	B3					
Activity	Staff Reduction - VER					
Description	Further staff savings as part of the 2nd stage of the HR service transformation. Improving process and systems efficiencies and developing manager competencies are enabling reduced investment into HR support activity.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	2	(143)	-	(143)	-	(143)

Line	B4					
Activity	Savings From Services Restructure In 2012/13					
Description	Full year effect of savings agreed in the 2012/13 Revenue Budget planning which have been delivered through an Achieving Change.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	(55)	-	(55)	-	(55)

Directorate	RESOURCES
Service	HR - CAPITA
Planning Entity	HR - CAPITA (Service)

Description of core purpose of Planning Entity	HR transactions and payroll - recruitment processing, contract changes, starter and leaver processes, management information and payroll.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,233	(113)	3,120		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CAPITA CONTRACT 1				
Description	HR transactions and payroll recruitment processing, contract changes, starter and leaver processes, management information and payroll.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	3,233	3,233	(113)	3,120

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

Line	E1				
Activity	Loss of Funding				
Description	Payback to Invest to Save reserve - HR system costs (11039)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	92	92	-	92

Directorate	RESOURCES
Service	ICT - CAPITA
Planning Entity	ICT - CAPITA (Service)

Description of core purpose of Planning Entity	Strategic and Operational ICT including network and hosting services, application management, service management, project management, strategic lead and service assurance.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	10,619	(2,527)	8,092		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CAPITA CONTRACT 1				
Description	Strategic and Operational ICT including network and hosting services, application management, service management, project management, strategic lead and service assurance.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	10,619	10,619	(2,527)	8,092

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

Line	E1				
Activity	Loss of Funding				
Description	Payback to Invest to Save reserve - ICT Infrastructure costs (11041)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	190	190	-	190

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

Description of core purpose of Planning Entity	Legal Services provide best value services and strong leadership, making it "easy to do the right thing". We provide a high quality legal service to meet the needs of the Council and individual portfolios and to ensure the Council carries out all aspects of its functions lawfully. We respond efficiently and effectively to requests for advice and are at the heart of proactive decision making.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	3,717	(2,830)	887	87.00
Total Savings Made			(194)	1.00

NB all monetary amounts shown in £'000s

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

Line	A4				
Activity	LEGAL SERVICES - PEOPLE				
Description	To provide high quality legal advice regarding people to ensure the Council acts lawfully and satisfies its statutory obligations				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
27	1,093	(24)	1,070	(846)	224

Line	A5				
Activity	LEGAL SERVICES - PLACE				
Description	To provide high quality legal advice regarding places and property (residential and commercial) to ensure the Council acts lawfully and satisfies its statutory obligations				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
23	1,083	14	1,097	(652)	445

Line	A6				
Activity	LEGAL-BUSINESS & REGISTRATION				
Description	Deliver value for money Statutory and Regulatory Services including: Register Office and Local Land Charges				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
37	1,263	288	1,551	(1,332)	219

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

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

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

Line	E2				
Activity	Loss of Funding				
Description	Payback to Invest to Save re IKEN system				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	7	7	-	7

### Section 3: Summary of Savings

Line	B1				
Activity	Increase income target in B & R Service				
Description	Increase income target in Business and Registration Service				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(31)	(31)

Line	B2				
Activity	Savings through end of pay protection period.				
Description	Savings through end of pay protection period.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(23)	-	(23)	-	(23)

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

Line	B3					
Activity	Deletion of 1.0 FTE Grade 11 Service Manager post					
Description	Deletion of 1.0 FTE Grade 11 Service Manager post					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	1	(55)	-	(55)	-	(55)

Line	B4					
Activity	Increased income from external organisations.					
Description	Increased income from external organisations (other Local Authorities).					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	-	(50)	(50)

Line	B5					
Activity	Legal Services					
Description	Efficiencies across all budgets including vacancy management.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(35)	(35)	-	(35)



Directorate	RESOURCES
Service	PROGRAMMES AND PROJECTS
Planning Entity	PROGRAMMES AND PROJECTS (Service)

Description of core purpose of Planning Entity	Delivery of programmes driving the changes we need to respond to major financial challenges, while becoming more effective, efficient and customer focused council.
--	---

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,819	(667)	1,152	47.51
Total Savings Made			(243)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	IRM AND BUSINESS SUPPORT				
Description	Management of the Councils insurance service, insurance funds and provisions and the risk management strategy and framework.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
48	1,497	(41)	1,456	(552)	904

Line	A2				
Activity	MANAGEMENT				
Description	Resources directorate executive management.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	439	(76)	363	(115)	248

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

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

Directorate	RESOURCES
Service	PROGRAMMES AND PROJECTS
Planning Entity	PROGRAMMES AND PROJECTS (Service)

### Section 3: Summary of Savings

Line					
Activity					
Description					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
B1					
Business Support					
Full year effect of savings agreed in the 2012/13 Revenue Budget planning in Business Support which have been delivered through an Achieving Change. Joint Resources / CYPF Business Strategy service proposals - implement Resources Business Support model across both services to generate greater efficiencies, implement programme management arrangements across Resources and CYPF change programmes.					
-	(93)	(55)	(148)	-	(148)
B2					
MEC Programme Management / programme office					
Recovering costs of the Modern Efficient Council Programme Management and Programme Office from the change projects in the programme.					
-	-	(70)	(70)	-	(70)
B3					
Charge to Insurance Fund					
Charging support and management activity to the insurance fund.					
-	-	(25)	(25)	-	(25)

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

Description of core purpose of Planning Entity	To provide a strategic and responsive property, facilities management and markets service to our customers making the best use of property for financial, environmental and community benefit.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	41,104	(25,842)	15,262	112.94
Total Savings Made			(1,214)	4.00

NB all monetary amounts shown in £'000s

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

Line	A15					
Activity	ASSET MANAGEMENT					
Description	Facilities Services for all Council owned property excluding Housing. The services include; external contract client services including Kier Asset Partnership Services (Town Hall Management, Catering, Room Bookings, Corporate Mail, Cleaning, Repairs and Maintenance) and Carillion Cleaning of Schools, Business Partnering and Support, PFI Management, Caretaking Services, Community Buildings, Property Records, Health & Safety Statutory Compliance for buildings, Traded Property Services to Schools, Repairs and Maintenance and Minor Works.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	69	2,340	33,003	35,343	(20,290)	15,053

Line	A16					
Activity	BUSINESS PLANNING & PERFORMANC					
Description	Corporate Asset Management Planning, Asset Review, Support costs for the Public Sector property Forum and Joint Asset Management Board. Business Planning for the Property and FM service.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	6	340	1,683	2,023	(1,351)	671

Line	A17					
Activity	COMMERCIAL ESTATE					
Description	Corporate Asset Strategy, Management of the Commercial, Rural and Agricultural Estates, Client Mangement of Kier Asset Partnership Services Property Consultancy including, Valuation, Rating Advice, Acquisitions and Disposals, Asset Rationalisation Work, Major Project Property Negotiation.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3	81	745	826	(1,755)	(930)

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

Line	A18				
Activity	SHEFFIELD CITY MARKETS				
Description	Provision of the City and District markets service including operational and staffing costs associated with wholesale, retail, street trading and visiting markets.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
32	913	1,646	2,559	(2,446)	114

Line	A19				
Activity	WORKPLACE				
Description	Management of the Council's Accommodation Strategy for office provision, conference and meeting room facilities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	148	206	354	-	354

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

Line	E2				
Activity	Demand				
Description	Loss of trade pending opening of Moorfoot market.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	33	33

Line	E3				
Activity	Inflation				
Description	Pay award 1%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	39	-	39	-	39

Line	E4				
Activity	Loss of Funding				
Description	Payback to Invest to Save Reserve - £62k savings from KAPS contract and £200k Workplace				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	262	262	-	262

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

### Section 3: Summary of Savings

Line	B1				
Activity	Kier Asset Partnership Vacant Property Management				
Description	Kiers Vacant Property Management. Some costs may still occur but will need to managed from remaining budgets				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(123)	(123)	-	(123)

Line	B2				
Activity	Kier Asset Partnership Fixed mail costs				
Description	Reduce other costs through the Kier Assets Partnership contract including reduction in fixed mail costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(56)	(56)	-	(56)

Line	B3				
Activity	Howden House service cost reductions				
Description	Howden House service cost reductions				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(30)	(30)	-	(30)

Line	B4				
Activity	SCC vacant property management				
Description	SCC vacant property management.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(60)	(60)	-	(60)

Line	B5				
Activity	Security services rationalisation				
Description	Security services rationalisation				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(30)	(30)	-	(30)

Line	B6				
Activity	One off temporary fee income from land sales				
Description	One off temporary fee income from land sales				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(70)	(70)

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

Line	B7				
Activity	One off temporary reduction in minor works budget				
Description	One off temporary reduction in minor works budget				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(200)	(200)	-	(200)

Line	B8				
Activity	Employee savings through VER / VS opportunities				
Description	Employee savings through VER / VS opportunities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(99)	-	(99)	-	(99)

Line	B9				
Activity	Capitalisation of relevant project costs				
Description	Capitalisation of relevant project costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(80)	(80)	-	(80)

Line	B10				
Activity	Revenue repairs & maintenance budget reduction				
Description	Revenue repairs and maintenance budget reduction offset by increased capital works.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(307)	(307)	-	(307)

Line	B11				
Activity	FYE 2012/13 2 year Accommodation Strategy				
Description	Full year effect of savings agreed in the accommodation strategy resulting from reduced accommodation costs which have been delivered.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(159)	(159)	-	(159)

Directorate	RESOURCES
Service	TRANSPORT
Planning Entity	TRANSPORT (Service)

Description of core purpose of Planning Entity	Provides transport solutions to Council, its partners and the public. Holds Council's operator licences and manage the transport fleet. Hires vehicles to Portfolios and provide passenger transport for civic dignitaries, vulnerable adults and children. Works with Commercial Services to procure Council's transport fleet and on behalf of Licensing Service to provide a taxi driver and vehicle testing service. Provides transport for Electoral Service and specialist transport to support major city events.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	9,907	(9,956)	(49)		206.85
Total Savings Made			(1,155)		47.24

NB all monetary amounts shown in £'000s

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

Line	A1
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
154	2,851	859	3,710	(4,228)	(519)

Line	A2
Activity	FLEET MANAGEMENT
Description	Procurement and hire of vehicles built to manufacturers latest European specification.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
29	854	2,800	3,654	(3,652)	2

Line	A3
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
24	786	1,756	2,542	(2,075)	467





Directorate	RESOURCES
Service	TRANSPORT
Planning Entity	TRANSPORT (Service)

Line	B3					
Activity	Communities Step Down Programme					
Description	Savings and impact in the Communities budget proposals.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	27	(411)	(192)	(603)	-	(603)

Line	B4					
Activity	CYPF reduction in transport					
Description	Savings impact in the CYPF budget proposals.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	16	(327)	(87)	(414)	-	(414)

Directorate	RESOURCES
Service	CENTRAL COSTS
Planning Entity	CENTRAL COSTS (Service)

Description of core purpose of Planning Entity	These are costs managed centrally which are essentially outside of the immediate control of the Council. The key components of the service are: Former Employee Pension Costs; Benefit Payments; Outsourced Services (Capita); Corporate Fees.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	10,588	(8,456)	2,131	0.00
Total Savings Made			(1,513)	0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CAPITA CONTRACT 1				
Description	Provision of Human resources, IT and Revenues and benefits service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	1,399	1,399	(790)	609

Line	A3				
Activity	CENTRAL COSTS				
Description	Council wide costs of which the largest element (£220m+) relates to Housing benefit payments				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	7,636	1,552	9,188	(7,666)	1,522

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

Line	E1				
Activity	Inflation				
Description	2013/14 Contract inflation uplift.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	1,179	1,179	-	1,179

Directorate	RESOURCES
Service	CENTRAL COSTS
Planning Entity	CENTRAL COSTS (Service)

### Section 3: Summary of Savings

Line	B4				
Activity	Agreed Capita contract adjustments				
Description	Reductions in the Capita Contract offset by the need to refresh equipment some of which will be over six years old by this date. Delivery Model - Review of self-service opportunities, including password reset; identification of cloud based options; increased scope of Service Desk; progression of agile working agenda.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(346)	(346)	-	(346)

Line	B5				
Activity	Effect Of 12/13 Business Planning decisions				
Description	Effect Of 12/13 Business Planning decisions				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(833)	(833)	-	(833)

Line	B6				
Activity	Income collection.				
Description	To include: 1. Opportunities from the integration of income collection with Sheffield Homes (rents, council tax and sundry income) 2. Other non staffing options eg Finance Business Transaction contract.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(334)	(334)	-	(334)

Directorate	RESOURCES
Service	HOUSING & COUNCIL TAX BENEFIT
Planning Entity	HOUSING & COUNCIL TAX BENEFIT (Service)

Description of core purpose of Planning Entity	Council wide costs relating mainly to Housing Benefit payments and the I2S Capita budget
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	230,223	(229,721)	502		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

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

Line	A1				
Activity	CENTRAL COSTS				
Description	Council wide costs relating mainly to Housing Benefit payments and the I2S Capita budget.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		230,223	230,223	(229,721)	502

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



## INTRODUCTION

1. This appendix reports on the latest position in relation to the level of the Council's reserves. Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to present to the authority, in determining council tax levels, a report assessing the adequacy of unallocated reserves in the context of corporate and financial risks facing the Authority. The Authority needs to balance the necessity for reserves against the immediate impact on council taxpayers and arrive at a level it considers adequate and prudent, but not excessive.
2. This Reserves Strategy therefore needs to be considered and agreed by the authority in setting its 2013/14 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 2013-18 Medium Term Financial Strategy period.
3. This assessment of reserves is even more important in the context of the significant and sustained cuts in central government funding in the four years from 2011/12 to 2014/15, and the likelihood of continued cuts thereafter. 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 2011/12 <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 28 of £167million as at 31 March 2012. 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 total reserves can be used for. The Council's total spending and total reserves is legally separated in to four main blocks:

- delegated school budgets, held in trust and only usable for schools spending;
- Housing Revenue Account (HRA), i.e. spend on council housing, funded by rents;
- capital spending, i.e. investment in long term assets such as roads and buildings;
- “General Fund” spend, which is spend on all other services not in the above three categories and is funded from government grants and council tax. It is only this category that this reserves strategy and budget report to Cabinet and Full Council is concerned with.

5. None of the resources for schools, HRA or capital can be used for the Council's General Fund spending, so for the purposes of setting the budget, £107million of the “usable reserves” are irrelevant, namely:

- Schools reserves of £25m
- Housing revenue account reserves of £25m
- Capital reserves of £57m, 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 £60m of General Fund reserves. However, as part of the assessment of the adequacy of reserves referred to above, a number of reserves are set aside or “earmarked” to cover liabilities for expenditure which is already committed but not yet paid for, as explained below. The following table shows the split of earmarked and non-earmarked reserves - of the £60m (£53.7m estimated as at 31 March 2013), all but £11million is set aside as earmarked reserves for future liabilities. The table shows that next year earmarked reserves levels are planned to reduce by £6m, because some of the liabilities they are set aside for are expected to arise in year.

## Sheffield City Council

## Reserves Strategy

**Summary Estimate of Non-Earmarked & Earmarked Reserves at 31  
March 2013 & 31 March 2014**

	<b>31 March 2013 £000</b>	<b>Movement £000</b>	<b>31 March 2014 £000</b>
<b>Non-earmarked Reserves</b>			
General Fund Reserve	10,722	-	10,722
<hr/>			
<b>Earmarked Reserves</b>			
Invest to Save Reserve*			
- Projects	(6,261)	6,300	39
- Capita Contract	(12,609)	3,679	(8,930)
- Customer First	(9,632)	(2,846)	(12,478)
	(28,502)	7,133	(21,369)
<hr/>			
PFI Reserve	16,919	(1,713)	15,206
Highways PFI	(11,938)	6,745	(5,193)
Total PFI Reserve	4,981	5,032	10,013
<hr/>			
Major Sporting Facilities	40,976	(10,108)	30,868
Local Growth Fund	3,016	(2,163)	853
Other earmarked	22,521	(5,894)	16,627
Total Earmarked Reserves	42,992	(6,000)	36,992
<hr/>			
Total Revenue Reserves	53,714	(6,000)	47,714

\* 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**

7. 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.



8. Non-earmarked General Fund Reserves (the “working balance”) are estimated to be £10.7m at 31 March 2013, representing only 2.3% of the 2013/14 budget (at the maximum net budget requirement of £477.4m). If this £10.7m were ever used, it would have to be replaced as soon as possible as the Council would always need a minimum level of emergency reserves.
9. There is no overall formula that can calculate what level of reserves should be; it is a matter of judgement based on the known risks, budgetary pressures and local factors. The 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...”
10. The report also noted that the average (median) unallocated reserves in individual single tier councils (like Sheffield) is 5 per cent. Sheffield’s level of general fund reserves at 2.3% of the 2012/13 net revenue budget is well below these benchmarks, and taking account of risks over £100m set out below the level is low. It is also low in comparison to most other major cities. The table shows that the only similar Council with a lower level of reserves as a percentage of its 2012/13 net revenue budget is Birmingham, and it has received External Auditor’s advice to increase its reserves for several years running.

	Estimated Reserves 31 March 2013	% of Net Revenue Budget (2012/13)
Birmingham	£18million	1.9%
Bristol	£10million	2.7%
Leeds	£25.4million	4.5%
Liverpool	£24.1million	5.0%
Manchester	£23.9million	4.4%

**Sheffield City Council****Reserves Strategy**

Newcastle	£10.1million	3.8%
Nottingham	£10million	3.6%
Sheffield	£10.7million	2.3%

**EARMARKED RESERVES**

11. 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.
12. A list of earmarked reserves, their purpose and proposed use are set out below. Some of the reserves are in deficit because we are “borrowing” some of our reserves internally to invest temporarily in projects on an invest to save basis.

**Invest to Save Projects (£nil)**

13. The Council’s Modern and Efficient Council programme has started to deliver a number of core infrastructure and business transformation projects that are essential to the future success of the Council’s business operations.
14. This reserve is in deficit because it has funded up front investment in the Capita contract (mainly ICT investment) and various Transformation projects (e.g. procurement savings and changes in finance including replacement of the council’s finance system).
15. These projects have been funded on an invest-to-save basis with savings being used in two ways:
- to repay the reserve by 2015/16
  - an annual contribution, now £3.5m to support the revenue budget.

**Capita Contract (In deficit by £8.9m)**

16. The Capita contract included a significant additional investment in the early years, principally to update the Council's ICT infrastructure. This will be repaid from savings in the contract price over the life of the contract.

**Customer First (Deficit of £12.5m)**

17. This is the funding from reserves for the Customer First programme. This will be repaid as part of the overall repayment of the Invest to Save reserve by 2015.

**Private Finance Initiative (PFI) Reserve (£10m)**

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.

19. However, as explained above we are using these reserves temporarily to cash flow invest to save investments, as well as the project costs for Highways PFI (£12m). The reserve starts to reduce from 2015.

**Major Sporting Facilities (MSF) (£30.9m)**

20. This is available on a temporary basis and has been used to fund Invest to Save, but will be required to fund the future costs of the Major Sporting Facilities debt (re: Ponds Forge, Don Valley Stadium and Hillsborough Leisure Centre). This reserve is planned to reduce significantly in 2013 as part of a review of the debt in order to make savings in the 2014/15 budget.

**Local Growth Fund (£0.9m)**

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 has agreed to use the payments to create a Local Growth Fund for projects that promote housing and economic growth. This reserve sets aside the payments until required for agreed projects.

**Other Earmarked Reserves (£16.6m)**

22. This includes various specific earmarking including:

- insurance risks not covered by the specific provision in the Insurance Fund
- equal pay claims
- redundancies
- contingencies for potential budget deficits, including risk of business rate income shortfalls
- portfolio reserves agreed by Cabinet in previous years for service specific issues, e.g. Electric Works business plan funds.

23. Government policy requires us to use reserves to fund many one off costs such as redundancies and in recent years they have specifically refused permission for “capitalisation” directives that allow councils to spread such one off costs – they point instead to the need to hold and use reserves.

**ASSESSMENT OF LEVEL OF RESERVES**

24. The Director of Finance has carried out an assessment of the adequacy of the level of reserves held by the authority in light of the principal risks it faces. While the maximum total financial impact of these risks far exceeds the reserve held, the overall likelihood of all these risks being incurred in any one year is low and therefore, it is not deemed prudent nor offers best value to hold sufficient reserves to cover all eventualities. Appendix 6 details the risks and the level of their potential impact.

25. The level of non-earmarked general reserves held is only £10.7m. However, currently unused earmarked reserves, such as the PFI and MSF reserves provide an additional level of risk cover on a short term basis. Currently these are around £17m, having allowed for the temporary use of some of these reserves for invest to save funding. The current profile of repayments to the invest to save fund replenishes the reserves in time for the required use for PFI project and future MSF liabilities.

26. Given the severely restricted funding over the foreseeable future and the level of risk in the 2013/14 budget, the level of reserves is low but not inadequate. The Director of Finance therefore recommends that general reserves:

- be maintained at the current levels for 2013/14;

- only be used in year to fund the risks identified above, should the 2013/14 budget be unable to absorb any such costs.

## AUDIT COMMISSION REVIEW OF RESERVES

In late 2012 the Audit Commission published a review of reserves held by local authorities called “Striking a Balance” (<http://www.audit-commission.gov.uk/nationalstudies/localgov/Pages/Strikingabalance.aspx>). In that report the Commission suggested a number of questions for Members to ask to help the understanding of reserves. We have reviewed these questions and the budget report to Cabinet and Council already included a significant amount of the information regarded as best practice. However, to demonstrate good practice, set out below are the response to each of the questions.

### Questions from ‘Striking a Balance’

#### How much is in reserves?

- 1 How much does the council have in its reserves – in cash terms and relative to spending?

This is shown above

- 2 How have reserves changed in recent years – in cash terms and as a percentage of spending?

	31 March 2011 £000	11/12 £000	31 March 2012 £000	12/13 £000	31 March 2013 (est) £000	13/14 £000
Net Budget		480,280		463,518		477,430
General Reserve (working balance)	10,887		10,350		10,722	
General Reserve as % of net budget		2.3%		2.2%		2.2%
Earmarked (specific) Reserves	43,874		48,826		42,992	
Earmarked Reserves as % of net budget		9.1%		10.5%		9.1%
Total Reserves	54,761	11.4%	59,176	12.7%	53,714	11.3%

*How do total reserves compare with those held by councils facing similar circumstances?*

See above comparison to other major cities

*How do changes compare with those made by councils facing similar circumstances?*

See main body of report – paragraph 10.

**What reserves are held for:**

### **3 What are the risks or future spending plans for which the council is holding reserves?**

A comprehensive financial risk assessment is undertaken for the revenue and capital budget setting process to ensure all risks and uncertainties affecting the Council's financial position are identified. The Council faces a number of significant financial pressures that could affect its position over the medium term. The budget report includes information (corporate risk register) on the main financial risks facing the Council each year. The risks identified at the start of 2012/13 include:

- Digital Region
- Capital Receipts and Capital Programme
- Pension Fund
- Electric Works
- Contract Spend
- Economic Climate
- NHS Funding Issues
- Housing Regeneration
- Trading Standards
- External Funding
- Academies and Independent Schools
- In year budget savings
- Treasury Management
- Welfare Reforms

During 2012/13 this has been reviewed and included in the budget monitoring reports to senior management and to Cabinet. Any additional demands from reserves, or new reserves required, are highlighted in the monthly monitoring report.

The 2013/14 budget includes a range of initial financial assumptions about new Government initiatives to allow the Council to retain a proportion of business rates and to localise responsibility for council tax benefit

schemes. Inevitably there is risk and uncertainty around these new arrangements as they become operational for the first time.

The potential consequences of the financial risks are reviewed during the year by the Director of Finance. There is the potential to 'borrow' from reserves that are set aside for the medium to long term in the event of a risk crystallising during the year.

#### 4 What proportion of reserves is:

Of the estimated £53.7 million in revenue reserves at 31 March 2013:

- **held to cover short-term financial risk?**

£22.7 million including those reserves which we plan to use in 2013/14.

- **held for medium and long-term risks or spending plans?**

£20.3 million (ring fenced and non ring fenced)

- **ring-fenced income that can only be used for specific purposes**

£10.7 million (the working balance)

#### 5 Are the levels of the council's different reserves appropriate to the risks it faces and the scale of its future spending plans?

Each earmarked reserve is reviewed on a regular basis by the Director of Finance to decide whether the amount is appropriate and whether it is still needed. The lead member for Finance and the Director of Finance assess the final requirements and the annual budget report is the mechanism for member approval of the reserves.

#### 6 How is the need for reserves determined?

- At what point(s) in the financial year is the need for reserves assessed?

The reserves are assessed by all Members on an annual basis and agreed as part of the overall budget report recommendations. They are also reported to Members at the financial year end as part of the outturn report to Cabinet and final accounts report to the Audit Committee.

The reserves are also monitored by finance staff on a regular basis throughout the year and reviewed with the Cabinet Member for Finance.

- **When was the need for reserves last reassessed?**

The reserves were last assessed by all Members in February 2012, and will be reassessed in February 2013.

Finance staff have been assessing the reserves during December 2012 and January 2013 to enable the strategy for the year to be assessed and approved by members in February 2013.

### Contingency funds

**7 Apart from reserves, what, if any, funds does the council hold, corporately or within service budgets, to provide protection against unplanned costs?**

Apart from the reserves there are no separate contingency balances held. Budget managers have flexibility to move budget between areas should any service based unplanned costs arise.

### The relationship between reserves and council tax

**8 Is the interaction between spending, income, movements on reserves and council tax clear to elected members and the public?**

All of this information is contained in the annual budget report.

A council tax leaflet is produced (provided with the council tax bills and published on the website) that provides summary financial information for the public. A budget leaflet is also produced which expands on the financial information provided in the council tax leaflet.

### Unplanned movements on reserves

**9 In each of the last three years, what difference has there been between the movements on reserves the council expected when setting its budget and the movements that occurred when closing the accounts (as a percentage of spending)?**

- Any differences are reported when closing the accounts or in this budget report.

**How much of the variation was the result of factors within the council's control?**

The cost of forming a view on this is felt to be disproportionate to the value-added in understanding the Accounts.



### **What can the council learn to improve the accuracy of future budget projections and financial management?**

Reserves are reported to members at three stages, using the financial year 2011/12 as an example:

- Budget setting 2011/12 in February 2011 – the estimated balance at March 2011, estimated movement in reserves during 2011/12. Estimated balance on reserves March 2012. At budget setting for 2012/13 the estimated reserve balance at March 2012 is also reported.
- Year end financial monitoring report in June 2012 – this reports the actual balance at March 2012 and the actual movement in reserves during 2011/12. It also includes the estimated budget movement during 2012/13.
- Statement of Accounts 2011/12 – details the actual position.

The Director of Finance, in conjunction with the lead member for finance, reviews any difference between the estimated movements and the actual movements.

### **Are any adjustments needed to correct unplanned movements on reserves?**

Adjustments are made as appropriate in the wider context of the Council's financial strategy.

### **Information for decision making**

#### **10 Does advice from the Chief Finance Officer on the adequacy of reserves make clear what reserves are needed and why?**

This report fulfils the purpose and contains an assessment of the level of reserves by the Director of Finance.

It is recognised by the Director of Finance that the level of reserves is LOW, but not inadequate.

#### **11 Do elected members need any additional support to make informed decisions on the level of reserves?**

Cabinet - In addition to the detailed monthly budget monitoring reports, which include financial risks, a series of financial briefings are undertaken with Cabinet Members at budget setting time and throughout the year on the financial position of the Council.

Audit Committee - The Council's Statement of Accounts is presented to the Audit Committee each year. This includes details of the Council's reserves movements in the year and the balances held. There is

opportunity for members to undertake a robust challenge that could impact on the future setting of reserves.

There are induction courses for new members which include financial information. Specific training and/or support for members is identified through the Personal Development Plan sessions they have with staff from member services.



## CORPORATE RISK REGISTER

This Appendix provides a brief overview of the main financial risks facing the Council in 2013/14. A more detailed schedule of these risks will be monitored by the Executive Management Team to ensure that the risks are mitigated.

### CORPORATE RISKS

#### 2013/14 Budget Savings & Emerging Pressures

1. There will need to be robust monitoring in order to ensure that the level of savings required for a balanced budget in 2013/14 are achieved, especially given the cumulative impact of £190m of savings over the last three years.
2. Whilst preparing the budget, officers have identified numerous pressures which, if left unchecked, could lead to significant overspends in 2013/14 and beyond. The following pressures have been highlighted because they present the highest degree of uncertainty.
3. The advent of the Government's Business Rates Retention Scheme in April 2013 transfers a substantial proportion of risk to local government, particularly in relation to appeals, charitable relief, tax avoidance, hardship relief and negative growth. The issue of appeals dating back to the 2005 rating list is the greatest risk causing concern across all authorities. There are properties with a rateable value of £195m under appeal currently in Sheffield, with an allowance for £14.8m of refunds next year. Officers are still working to estimate the impact of appeals, but in reality the picture will only become clearer when actual trends are monitored in year.
4. Adult social care demand pressures, plus the impact of changes in health i.e. the Right First Time programme and reductions in Continuing Health Care (CHC) funding, are already presenting challenges on delivering the Communities portfolio budget in 2012/13. As a result of these pressures, the portfolio is forecasting an overspend of around £5.7m for care and support services in 2012/13, and a further £3m is built into the 2013/14 budget.
5. In Children Young People & Families portfolio, the key area to highlight is the changes to the Criminal Justice System for children on remand from April 2013, with a possible impact of £700k built in as a pressure, but the exact impact is very uncertain. The £700k pressures are currently

covered by efficiency savings that still have to be firmed up. There is no clarity on any funding from Central Government for this new burden.

### **NHS Funding Issues**

6. There are significant interfaces between NHS and Council services in both adults' and children's social care. The Council has prioritised these services in the budget process, but savings have nevertheless had to be found. Working in partnership with colleagues in the Health Service efforts have been made to mitigate the impact of these savings on both sides. However, ongoing work is required now to deliver these savings in a way that both minimises impacts on patients and customers and minimises financial risks to the NHS and the Council.
7. The Council is participating in the Right First Time (RFT) programme with the Clinical Commissioning Group (CCG) and Hospital Trust. This programme aims to shift pressures and resources from the hospital to community settings over the longer term, which should assist the Council in managing adult social care pressures. However, there are short-term pressures from the programme changes that are adding costs to the Council.

### **Digital Region**

8. The Council is providing £4m in loans to the Company and as a shareholder carries further rights and responsibilities. The Company's sales are proving slow to take off, leading to changes in the Business Plan and the procurement of a new private sector partner. The Council faces risks on its direct investment, as well as on guarantee clauses to key contractors. Provision has been made in the 2011/12 accounts for the potential capitalised costs of the losses on current operations and the procurement, but the final costs will only be clarified as the procurement is finalised from April 2013.

### **Capital Receipts & Capital Programme**

9. Failure to meet significant year on year capital receipts targets due to depressed market and reduced Right-to-Buys, resulting in potential over-programming / delay / cancellation of capital schemes.
10. Building Schools for the Future Programme Affordability – Latest projections indicate that the affordability gap in the capital programme for the secondary schools estate, which must be underwritten by the Council, is in the order of £9m to £12m. This requirement has been identified in the Council's Capital Programme.

### **Pension Fund**

11. 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.

### **Electric Works**

12. The running costs of the business centre are not covered by rental and other income streams. The approved business plan set-aside contingency monies to cover potential deficits in its early years of operation. However, there remains a risk that the occupancy of units within Electric Works might be slower (lower) than that assumed within the business case, such that the call on the contingency is greater (earlier) than planned.
13. A refresh of the financial model was undertaken for 2011/12 budgeting purposes and again for 2012/13. The assumed level of occupancy for 2011/12 was 68% and the actual achieved was 64%. Most of the income shortfall was made up from conference lettings and virtual services. A target of 78% has been set for 2012/13. At December, the target was 79% but the actual is only 63%, mainly as the result of the termination of Bibc Ltd's license. A report on the future of Electric Works will be brought to Members in 2013.

### **Contract Spend**

14. The high and increasing proportion of Council budgets that are committed to major contracts impairs the Council's flexibility to reduce costs or reshape services. This is exacerbated by the fact that in general these contracts carry year-on-year inflation clauses based on RPIx which will not be available to the Council's main funding streams, e.g. Council Tax, RSG and locally retained Business Rates.

### **Economic Climate**

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

## **Housing Regeneration**

17. There is a risk to delivering the full scope of major schemes such as **Parkhill** and **SWaN** because of the severe downturn in the housing market. This could result in schemes 'stalling', leading to increased costs of holding the sites involved, and in the case of SWaN, potential exposure to termination payments. In addition, the ending of the Housing Market Renewal programme is causing funding pressure, e.g. on site clearance work and in enabling further phases of commenced demolition schemes.

## **Trading Standards**

18. There is a low risk that it will not be possible to recover outstanding contributions from the other South Yorkshire Authorities. However, negotiations are in the final stages and there is an expectation that an agreement will be reached.

## **External Funding**

19. The Council makes use of a number of grant regimes, central government and European. Delivering the projects that these grants fund involves an element of risk of grant claw back where agreed outputs are not delivered. Strong project management and financial controls are required.

## **Academies & Independent Schools**

20. It is currently anticipated that 22 (12 primary /10 secondary) of the Council's maintained schools will have become independent academies during 2012/13. To date 17 schools (7 primary / 10 secondary) have converted in 2012/13. In 2013/14 a further 20 academy conversions are currently anticipated (18 primary / 2 secondary).
21. Academies are entitled to receive a proportion of the Council's central education support services budgets. Based on projected academy conversions it is estimated that:
  - In 2012/13 up to £700k of DSG funding will be deducted from the Council and given to the Academies. For 2013/14, it is estimated that up to £1.75 million of DSG funding will be given to academies.
  - In 2013/14 it is estimated that up to £3.25 million will be deducted from the Council's DCLG funding, under the new Education Services Grant (ESG), and given to academies.

22. If an academy is a sponsored conversion then the Council will have to bear the cost of any closing deficit balance that remains in the Council's accounts. It is estimated that this may be up to £750k based on current projected academy conversions.
23. Where new independent schools (free schools) or Academies are set up and attract pupils from current maintained PFI schools, then the funding base available to pay for a fixed long term PFI contract would reduce, leaving the Council with a larger affordability gap to fund. There are also further potential risks if a school becoming an academy is a PFI school, as it is still unclear how the assets and liabilities would be transferred to the new academy and whether the Council could be left with residual PFI liabilities.

### **Treasury Management**

24. The ongoing sovereign-debt crisis is subjecting the Council to significant counterparty and interest-rate risk. Counterparty risk arises where we have cash exposure to banks and financial institutions who may default on their obligations to repay to us sums invested. There is also a real risk that the Eurozone crisis could impact upon the UK's recovery, which in turn could lead to higher borrowing costs for the nation.
25. The Council is mitigating counterparty risk through a prudent investment strategy, placing the majority of surplus cash in AAA highly liquid and diversified funds. Ongoing monitoring of borrowing rates and forecasts will be used to manage our interest-rate exposure.

### **Welfare Reforms**

26. The government is making changes to the Welfare system, phased in over the next few years, which will have a profound effect on council taxpayers and council house tenants in particular. Changes include:
  - Abolition of council tax benefit – due from April 2013 to be replaced by a local scheme. It will be cash limited and subject to a 10% reduction from current levels.
  - Housing Benefit changes – there are a number of proposals where the anticipated impacts are that a number of claimants will receive fewer benefits than they do now, thereby impacting on their ability to pay rent.
  - Introduction of universal credit – from October 2013 administered by DWP. Along with the impact of reducing amounts to individuals and



the financial issues that might cause, the biggest potential impact of this change is the impact on the HRA and the collection of rent. This benefit is currently paid direct to the HRA; in future this will be paid direct to individuals. This will potentially increase the cost of collection and rent arrears. There will also be an impact on the current contract with Capita and internal client teams.

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

27. There are a number of future risks and uncertainties that could impact on the 30 year HRA business plan. As well as the introduction of Universal Credit, outlined in the risk above, the main identified risks to the HRA are:

- Interest rates – fluctuations in the future levels of interest rates have always been recognised as a risk to the HRA.
- Repairs and Maintenance – existing and emerging risks within the revenue repairs budget include unexpected increased demand (for example due to adverse weather conditions).

## APPENDIX 7

### Sheffield City Council Treasury Strategy Statement

#### Minimum Revenue Provision Policy Statement and Annual Investment Strategy

---

## 1 INTRODUCTION

### 1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially 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 debt previously drawn may be restructured to meet Council risk or cost objectives.

CIPFA defines treasury management as:

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

### 1.2 Reporting requirements

Members will receive a number of reports throughout the year. These include:

**Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

**Monthly treasury management reports to the Cabinet Member for Finance** –

This will update the Cabinet Member with the progress of the capital position, amending prudential indicators as necessary, and whether the treasury strategy is meeting the strategy or whether any policies require revision.

**An 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.

### **1.3 Treasury Management Strategy for 2013/14**

The strategy for 2013/14 covers two main areas:

#### **Capital issues**

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

#### **Treasury management issues**

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

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

### **1.4 Training**

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. No specific training was provided for members during the last financial year, though the responsible officer will review the need for training in 2013/14.

The training needs of treasury management officers are periodically reviewed. During the last financial year an Assistant Treasury Manager received a Certificate in International Treasury Management (Public Sector) from the Association of Corporate Treasurers, and all members of the Treasury Team attended seminars provided by the Council's treasury management advisors.

### **1.5 Treasury management consultants**

The Council uses Sector as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The

Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

## 2 THE CAPITAL PRUDENTIAL INDICATORS 2013/14 – 2015/16

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

### 2.1 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:

Capital expenditure £k	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
Resources	15,432	24,514	6,784	77
CYPF	67,504	33,284	4,603	0
Communities	2,494	1,460	0	0
Place	12,036	10,645	1,801	1
Place: Highways	18,836	13,667	28,206	27,946
Place: Housing Programme (HRA)	50,953	75,125	58,757	60,631
<b>Total</b>	<b>167,255</b>	<b>158,695</b>	<b>100,151</b>	<b>88,655</b>

The above financing need excludes other long term liabilities such as PFI and leasing arrangements which represent alternative forms of financing. During 2012/13 the Council signed additional PFI deals for the Sheffield Highways Maintenance Project and Bradfield School PFI 5. The costs of these schemes are included within other prudential indicators detailed in this report.

The following table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need

Capital expenditure £k	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
Non-HRA	116,302	83,570	41,394	28,024
<b>HRA</b>	<b>50,953</b>	<b>75,125</b>	<b>58,757</b>	<b>60,631</b>
<b>Total</b>	<b>167,255</b>	<b>158,695</b>	<b>100,151</b>	<b>88,655</b>
<b>Financed by:</b>				
Capital receipts	15,000	8,400	7,100	1,100
Capital grants	96,600	42,700	6,600	1,900
3rd party contributions	8,800	6,100	2,800	200
Revenue	35,060	63,642	50,057	55,832
<b>Net financing need for the year</b>	<b>11,795</b>	<b>37,853</b>	<b>33,594</b>	<b>29,623</b>

## 2.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each assets life.

The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes. The Council currently has £278m of such schemes within the CFR.

The Council is asked to approve the CFR projections below:

£k	2011/12 Actual	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
<b>Capital Financing Requirement</b>					
CFR – non housing	698,288	743,438	794,757	839,694	881,802
CFR – housing	345,586	345,586	345,586	349,749	351,349
<b>Total CFR</b>	<b>1,043,874</b>	<b>1,089,024</b>	<b>1,140,344</b>	<b>1,189,443</b>	<b>1,233,151</b>
<b>Movement in CFR</b>	<b>-513,187</b>	<b>45,150</b>	<b>51,319</b>	<b>49,099</b>	<b>43,707</b>

<b>Movement in CFR represented by</b>					
Net financing need for the year (above)	28,553	11,795	37,853	33,594	29,623
Additional credit liabilities from PFI projects	0	58,128	40,837	47,110	48,893
Less MRP/VRP and other financing movements	-541,740	-24,773	-27,371	-31,605	-34,809
<b>Movement in CFR</b>	<b>-513,187</b>	<b>45,150</b>	<b>51,319</b>	<b>49,099</b>	<b>43,707</b>

## 2.3 Minimum revenue provision (MRP) policy statement

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

CLG regulations have been issued which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision.

The Council is recommended to approve the following MRP Statement:

For capital expenditure incurred, or committed to, before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be to provide for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 and for all unsupported borrowing the MRP policy will be based on the asset life methodology. Under this option the Council will provide

for a reduction in the borrowing need over the asset's approximate life. Where a project involves many different types of assets with varying lives the Council will seek to adopt a weighted average asset life that is reasonable.

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made (although there are transitional arrangements in place). The HRA will consider VRP if it is considered appropriate.

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 can at times receive capitalisation directives from the Secretary of State. Where this is the case, the Council's policy will be to provide for MRP as the capitalisation is defrayed, rather than on initial recognition. The 'asset-life' approach will be taken to providing for MRP on capitalisations, but where there is no discernible asset-life the Council will opt for a 20 year life.

## 2.4 Core funds and expected investment balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

<b>Year End Resources £k</b>	<b>2011/12 Actual</b>	<b>2012/13 Estimate</b>	<b>2013/14 Estimate</b>	<b>2014/15 Estimate</b>	<b>2015/16 Estimate</b>
General Fund balances / reserves	59,176	53,801	66,405	82,583	99,638
HRA balances / reserves	24,515	25,500	10,000	10,000	10,000
Capital receipts	31,382	9,300	1,700	1,500	0
Provisions	16,502	16,612	16,758	18,020	18,649
Other	25,821	25,000	20,000	15,000	10,000
<b>Total core funds</b>	<b>157,396</b>	<b>130,213</b>	<b>114,863</b>	<b>127,103</b>	<b>138,287</b>
Working capital*	98,000	75,808	0	0	0
Under/over borrowing**	-209,721	-67,021	-68,897	-57,330	-41,977
<b>Expected investments</b>	<b>45,675</b>	<b>139,000**</b>	<b>45,966</b>	<b>69,773</b>	<b>96,310</b>

\*Working capital balances shown are estimated year end; these may be higher mid year

\*\* The Council took on a prudent number of new loans during 2012/13 to address the risk exposure inherent in its under borrowed position. This allowed the Council to raise loans whilst borrowing rates were at historic lows.

As the Council expects to have sufficient cash balances over the coming years as a result of timing differences between receiving cash and spending plans it is advantageous to operate an under-borrowed position. This means that the Council will not completely finance its borrowing requirements from loans, but will make use of spare cash on the balance sheet until it is needed for other purposes. This will allow the Council to avoid interest costs on new loans, and will reduce exposure to banks and other institutions whilst there is still significant default risk. The Council has considered the interest-rate risk involved in following this course.

## 2.5 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

## 2.6 Ratio of financing costs to net revenue stream.

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

%	2011/12 Actual	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
Non-HRA	14.66%	15.85%	16.50%	17.55%	17.91%
HRA	35.00%	10.44%	11.71%	11.01%	10.58%

The estimates of financing costs include current commitments and the proposals in this budget report.

## 2.7 Incremental impact of capital investment decisions on council tax.

The Council operates a policy of striving to ensure that all new unsupported borrowing funded projects are self-financing. This means that existing budgets are found to fund new borrowing costs, or that the projects operate on an 'invest-to-save' basis whereby investment in a project enables savings to, at a minimum, service the borrowing costs incurred on that project. As a result of this policy capital projects funded by borrowing should not, in normal circumstances, add additional costs to the Council's budget.

The Council considers a variety of options when considering how to fund capital projects. Currently, and due to global economic conditions, the Council can borrow money at historically low rates. This has enabled the Council to use borrowing to fund capital projects that will in turn generate revenue savings whilst helping us meet our wider objectives.

As an example, the Council will be using cash raised from borrowing to part finance the Highways PFI projects. By putting our own cash into the project the Council has been able to secure significant savings on the contract cost the PFI provider would otherwise have charged us. This saving arises because borrowing costs are significantly cheaper for the Council than the provider.

Equally, the Council is using cash raised from borrowing to enable us to invest in innovative new processes and ways of working. By paying for extensions to foster carers' houses the Council is enabling carers to take additional children into their homes where they would have otherwise been restricted from doing so simply due to available space. This provides the dual benefit of allowing siblings entering foster care to be cared for together, and allows us to avoid arranging for children to be cared for outside of the city, or in other establishments, at significant additional cost.

As a consequence of this policy the Council is able to ensure that its borrowing for new projects is affordable.

The following indicator shows 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:

**Incremental impact of capital investment decisions on the band D council tax**

£	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
<b>Council tax - band D</b>	£1.92	£15.33	£52.33	£67.10

**2.8 Estimates of the incremental impact of capital investment decisions on housing rent levels.**

Similar to the council tax calculation, this indicator identifies the trend in the cost of proposed changes in the housing capital programme recommended in this budget report compared to the Council's existing commitments and current plans, expressed as a discrete impact on weekly rent levels.

**Incremental impact of capital investment decisions on housing rent levels**

£	2011/12 Actual	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
<b>Weekly housing rent levels</b>	£0.03	£0.03	£0.03	£0.08	£0.15

This indicator shows the revenue impact on any newly proposed changes, although any discrete impact will be constrained by rent controls. The figures are based on 40,000 tenancies and a 50 week rent year.



### 3 Borrowing

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

#### 3.1 Current portfolio position

The Council's treasury portfolio position at 31 March 2012, with forward projections are summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£m	2011/12 Actual	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
<b>External Debt</b>					
Loans at 1 April	591,011	743,387	760,883	785,534	810,089
Other long-term liabilities (OLTL)	243,142	278,615	310,188	346,218	380,723
<b>Actual gross debt at 31 March</b>	<b>834,153</b>	<b>1,022,002</b>	<b>1,071,071</b>	<b>1,131,752</b>	<b>1,190,812</b>
<b>The Capital Financing Requirement</b>	<b>1,043,874</b>	<b>1,089,024</b>	<b>1,140,344</b>	<b>1,189,443</b>	<b>1,233,150</b>
<b>Under / (over) borrowing</b>	<b>209,721</b>	<b>67,021</b>	<b>69,273</b>	<b>57,691</b>	<b>42,339</b>

Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well defined limits. One of these is that the Council needs 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 2013/14 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

The Director of Finance reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

### 3.2 Treasury Indicators: limits to borrowing activity

**The operational boundary.** This 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, but may be lower or higher depending on the levels of actual debt.

Operational boundary £k	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
Borrowing	775,000	920,000	985,000	965,000
Other Credit Liabilities	225,000	280,000	315,000	385,000
Total	1,000,000	1,200,000	1,300,000	1,350,000

The Council expects to breach the operational boundary of £1bn set for 202/13 at the end of the financial year due to one-off circumstances. This is principally due to the addition of £58m of credit liabilities related to the Highways Maintenance and Bradfield School PFI projects mentioned earlier in this document. Both schemes were approved by the relevant Council bodies.

**The authorised limit for external debt.** A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

Authorised limit £k	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
Total	1,100,000	1,300,000	1,300,000	1,400,000

Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently:

HRA Debt Limit £k	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
Total	-	388,311	388,311	388,311

### 3.3 Prospects for interest rates

The Council has appointed Sector 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 the Sector central view.

Annual Average %	Bank Rate	PWLB Borrowing Rates (including certainty rate adjustment)		
		5 year	25 year	50 year
Dec 2012	0.50	1.50	3.70	3.90
March 2013	0.50	1.50	3.80	4.00
June 2013	0.50	1.50	3.80	4.00
Sept 2013	0.50	1.60	3.80	4.00
Dec 2013	0.50	1.60	3.80	4.00
March 2014	0.50	1.70	3.90	4.10
June 2014	0.50	1.70	3.90	4.10
Sept 2014	0.50	1.80	4.00	4.20
Dec 2014	0.50	2.00	4.10	4.30
March 2015	0.75	2.20	4.30	4.50
June 2015	1.00	2.30	4.40	4.60
Sept 2015	1.25	2.50	4.60	4.80
Dec 2015	1.50	2.70	4.80	5.00
March 2016	1.75	2.90	5.00	5.20

The economic recovery in the UK since 2008 has been the worst and slowest recovery in recent history, although the economy returned to positive growth in the third quarter of 2012. Growth prospects are weak and consumer spending, the usual driving force of recovery, is likely to remain under pressure due to consumers focusing on repayment of personal debt, inflation eroding disposable income, general malaise about the economy and employment fears.

The primary drivers of the UK economy are likely to remain external. 40% of UK exports go to the Eurozone so the difficulties in this area are likely to continue to hinder UK growth. The US, the main world economy, faces similar debt problems to the UK, but urgently needs to resolve the fiscal cliff now that the Presidential elections are out of the way. The resulting US fiscal tightening and continuing Eurozone problems will depress UK growth and is likely to see the UK deficit reduction plans slip.

This challenging and uncertain economic outlook has several key treasury management implications:

- The Eurozone sovereign debt difficulties provide a clear indication of high counterparty risk. This continues to suggest the use of higher quality counterparties for shorter time periods;
- Investment returns are likely to remain relatively low during 2013/14 and beyond;

- Borrowing interest rates continue to be attractive and may remain relatively low for some time. The timing of any borrowing will need to be monitored carefully;
- There will remain a cost of carry – any borrowing undertaken that results in an increase in investments will incur a revenue loss between borrowing costs and investment returns.

### 3.4 Borrowing strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk (the risk that we may not get our money back) is relatively high.

Against this background and the risks within the economic forecast, caution will be adopted with the 2013/14 treasury operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- if it was felt that there was a significant risk of a sharp fall in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- if it was felt that there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.

Any decisions will be reported to the appropriate decision making body at the next available opportunity.

The Council will continue to operate an under borrowed position in 2013/14. This will allow us to minimise the risk inherent in lending to banks and other bodies. However, the Council will seek to re-finance some maturing loans and take new loans to fund capital expenditure scheduled to be financed through borrowing should borrowing rates make it favourable to do so.

Following the HRA self-financing settlement that saw £518m of fixed-rate loans written-off by government the Council's loan portfolio was heavily weighted to lender-option buyer-option loans that expose the Council to interest-rate rises. Accordingly, new loans are likely to be fixed-rate reflecting the low borrowing rates currently available for this type of loan and enabling the Council to re-shape its loan portfolio to one less sensitive to interest-rate rises.

The HRA self-financing settlement also drastically changed the Council's loan maturity profile as the majority of the debt written-off was due to mature within the next 25 years. To re-profile the loan portfolio and avoid too many loans maturing in anyone year the Council is now likely to take new loans that mature between 10 and 25 years from now.

### 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:

£k	2013/14	2014/15	2015/16
<b>Interest rate exposures</b>			
	<b>Upper</b>	<b>Upper</b>	<b>Upper</b>
<b>Limits on fixed interest rates based on net debt</b>	940,000	990,000	1,100
<b>Limits on variable interest rates based on net debt</b>	320,000	350,000	380,000
<b>Maturity structure of fixed interest rate borrowing 2013/14</b>			
	<b>Lower</b>	<b>Upper</b>	
Under 12 months	0%	10%	
12 months to 2 years	0%	15%	
2 years to 5 years	0%	30%	
5 years to 10 years	0%	40%	
10 years and above	0%	100%	
<b>Maturity structure of variable interest rate borrowing 2013/14</b>			
	<b>Lower</b>	<b>Upper</b>	
<i>Under 12 months</i>	<i>0%</i>	<i>100%</i>	
<i>12 months to 2 years</i>	<i>0%</i>	<i>100%</i>	
<i>2 years to 5 years</i>	<i>0%</i>	<i>100%</i>	
<i>5 years to 10 years</i>	<i>0%</i>	<i>100%</i>	
<i>10 years and above</i>	<i>0%</i>	<i>100%</i>	

### 3.5 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.

### **3.6 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.

All rescheduling will be reported to the Cabinet Member for Finance at the earliest meeting following its action

## **4 ANNUAL INVESTMENT STRATEGY**

### **4.1 Investment policy**

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second and then return.

In accordance with guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council has below clearly stipulated the minimum acceptable credit quality of counterparties for inclusion on the lending list. The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches and outlooks published by all three ratings agencies with a full understanding of what these reflect in the eyes of each agency. Using the Sector ratings service, potential counterparty ratings are monitored on a real time basis with knowledge of any changes notified electronically as the agencies notify modifications.

Furthermore, the Council's officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" (CDSs) and overlay that information on top of the credit ratings. This is fully integrated into the credit methodology provided by our advisors, Sector, in producing 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 aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.

The intention of the strategy is to provide security of investment and minimisation of risk.

Investment instruments identified for use in the financial year are listed in annex 1 under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Council's treasury management practices – schedules.

### **4.2 Creditworthiness policy**

This Council applies the creditworthiness service provided by Sector. 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 for which 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 is limiting the majority of its investments to highly rated (AAA) highly liquid money market funds. This gives the Council the security of lending to a secure counterparty whilst enabling us to remove our investment as we see fit on a day-by-day basis. The Council will, however, consider longer-term investments in exceptional circumstances. Over the last year the Council entered into only one investment with a duration longer than one day which was a 364 day investment with a part-nationalised bank, who courtesy of their UK government backing, represented a very strong counterparty.

The Council will therefore use counterparties within the following durational bands:

- Yellow 5 years\*
- Purple 2 years\*
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year\*
- Red 6 months
- Green 3 months
- No colour not to be used

\* As per the previous paragraph, the Council will only invest for durations greater than 1 year in exceptional circumstances.

The Sector creditworthiness service uses a wider array of information than just primary ratings and by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a short term rating (Fitch or equivalents) of short term rating F1, long term rating A-, viability rating of A-, and a support rating of 1 There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored daily. The Council is alerted to changes to ratings of all three agencies through its use of the Sector 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. In addition this Council will also use market data and market information, information on government support for banks and the credit ratings of that supporting government.

### 4.3 Country limits

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch, Moodys, or Standard & Poors. The list of countries that qualify using this credit criteria as at the date of this report are shown in Annex 2. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

### 4.4 Investment strategy

**In-house funds.** Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

**Investment returns expectations.** Bank Rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 4 of 2014. Bank Rate forecasts for financial year ends (March) are:

- 2012/13 0.50%
- 2013/14 0.50%
- 2014/15 0.75%
- 2015/16 1.75%

There are downside risks to these forecasts (i.e. start of increases in Bank Rate is delayed even further) if economic growth remains weaker for longer than expected. However, should the pace of growth pick up more sharply than expected there could be upside risk, particularly if Bank of England inflation forecasts for two years ahead exceed the Bank of England's 2% target rate.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to three months during each financial year for the next five years are as follows:

2012/13	0.50%
2013/14	0.50%
2014/15	0.60%
2015/16	1.50%

**Investment treasury indicator and limit** - total principal funds invested for greater than 364 days. These limits are set with regard to the Council's liquidity 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 is asked to approve the treasury indicator and limit: -

<b>Maximum principal sums invested &gt; 364 days</b>			
<b>£m</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Principal sums invested > 364 days	£20m	£30m	£40m

For its cash flow generated balances, the Council will seek to principally use money market funds. In emergency circumstances where no other facilities are available the Council will place funds with its own bank.

**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.

## Annex 1

### Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management

**SPECIFIED INVESTMENTS:** All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum ‘high’ quality criteria where applicable.

**NON-SPECIFIED INVESTMENTS:** These are any investments which do not meet the specified investment criteria. The Council does not propose to use any non-specified investments at this time, and will report to the Cabinet Member for Finance should it propose to do so. However, the Council will place investments with its own bank where it has no other options available to it.

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	Minimum credit criteria / colour band	Max % of total investments/ £ limit per institution	Max. maturity period
DMADF – UK Government	N/A	100%	6 months
UK Government gilts	UK sovereign rating	100%	1 year
UK Government Treasury bills	UK sovereign rating	100%	1 year
Bonds issued by multilateral development banks	UK sovereign rating	100%	6 months
Money market funds	AAA	100%	Liquid
Local authorities	N/A	100%	1 year
Term deposits with banks and building societies	Yellow Purple Blue Orange Red Green No Colour	£30m £30m £30m £20m £10m £10m £0	Up to 5 years Up to 2 years Up to 1 year Up to 1 year Up to 6 Months Up to 3 months Not for use

## Annex 2

### Approved countries for investments

#### AAA

- Australia
- Canada
- Denmark
- Finland
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland
- U.K.

#### AA+

- France
- Hong Kong
- U.S.A.

#### AA

- Abu Dhabi
- Qatar
- UAE

#### AA-

- Belgium
- Japan
- Saudi Arabia



# Sheffield City Council Equality Impact Assessment

**Name of policy/proposal/decision:** 2013/14 Revenue Budget

**Status of proposal:** New **Name of person(s) writing EIA:** Adele Robinson

**Date:** 29/1/2013

**Service:** Finance

**Portfolio:** Corporate

**What are the brief aims of the policy/project/decision?**

The purpose of the Revenue Budget is to:

- Provide information on the latest position on the 2012/13 revenue budget;
- Provide details of the Local Government Finance Settlement for 2013/14;
- To approve the City Council's revenue expenditure for 2013/14, including the position on reserves and balances;
- To approve a 2013/14 Council Tax for the City Council; and
- Note the levies and precepts made on the City Council by other authorities.

The Council's Plan '[Standing up for Sheffield](#)<sup>1</sup>' sets out the Council's strategic direction and priorities. The Plan was developed and formally agreed by the Council's Cabinet in 2011. The Council's budget proposals have continued to be demonstrably shaped by this.

## Background

Section 149, of the Equality Act 2010, the Public Sector Equality Duty says a public authority must, in the exercise of its functions, have due regard to

- Eliminate discrimination, harassment, victimisation
- Advance equality of opportunity
- Foster good relations.

This means we need to understand the effect of our policies and practices on equality, this will involve looking at evidence, engaging with people, staff, service users and others and considering the effect of what we do on the whole community. One of the ways in which we do this as a Council is through conducting Equality Impact Assessments (EIAs).

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 Equality Act 2010. These include age, disability, race, sex, sexual orientation, religion/belief, transgender, pregnancy & maternity. In Sheffield we have also decided to assess the impact on the voluntary, community and faith sector (VCF), socio economic disadvantage, carers and cohesion

Also a commitment to fairness and social justice is at the heart of the Council's values and is reflected in the budget options 2013/14. We believe that everyone should get a fair and equal chance to succeed in Sheffield. However we recognise that some people and communities need extra support and help to reach their full potential, particularly when they face multiple layers of disadvantage and discrimination.

<sup>1</sup> <https://www.sheffield.gov.uk/your-city-council/policy--performance/what-we-want-to-achieve/corporate-plan.html>

However it is inevitable when funding levels are reduced year on year that there will be an impact on the services we deliver, including some of the work we do with groups who share a protected equality characteristic. Next year we need to save £50m, on top of the £141m of savings we have already made over the last two years and we face further reductions to 2018. As far as practically possible within the confines of a cumulatively reduced financial settlement, we have tried to minimise the impact on these groups and front line services however there are extremely challenging choices and difficult decisions are proposed. There will therefore be impact on all communities but we have tried to make reductions in a way that is fair but protects those most in need of our support.

Impact analysis is started early in the process of considering service changes to ensure we could involve relevant individuals and groups and understand any negative impact. The action plans for individual EIAs are designed to ensure that the services concerned implement reductions with as little negative impact as possible for the customers involved. There will be careful management and control of each reduction.

Impact assessments are made available to all Members in advance of any decision being taken at Cabinet or Full Council, including briefing all relevant cabinet members on impact assessments related to proposals in their area of responsibility.

The size of the financial challenge means that efficiency savings alone will not enable us to balance our budgets and so we will be reducing the Council's investment in services next year and in future years. Many of these reductions or changes in provision will occur during the next year and therefore the impacts on individuals and groups will be monitored to ensure that any potential negative impact is reduced as far as possible. EIAs are live documents and will be subject to change, as proposals or evidence of impact changes.

We are confident that our budget proposals will mean services for those that most need our help and support will see lesser reductions, as we have tried to target the savings through changes to the way we work, redesigning our services and support teams, but there will be impact as well on frontline service delivery.

### **Council staffing implications, including workforce diversity**

We have undertaken a number of workforce EIAs within Portfolios and Council wide and have considered the likely impact of budget reductions for our employees. We have identified issues that may arise and mitigating actions we can take. We are unsure at this stage of all the possible implications in relation to diversity in this year's budget proposal because proposals have yet to be implemented and therefore it is not possible to know precisely which people and groups of staff will be affected by changes.

However, we have undertaken the exercise last year and the information demonstrates that there was no disproportionate negative impact on groups who share a protected characteristic, except for older staff. This was as a result of staff leaving as part of the voluntarily severance schemes and not compulsory schemes and was expected given the nature of the schemes e.g. retirement. We have engaged with managers, staff and trade unions. We will ensure the workforce is viable and appropriate to the council's future operating and service needs, with a balance of skills and experience.

Equality Impact Assessments are periodically updated and have, for example, been undertaken on applications for Voluntary Early Retirement (VER) and Voluntary Severance (VS), linked to the budget setting process for 2013-14 and in Managing Employee

Reductions (MER). Last years monitoring of the VER/VS schemes showed no negative disproportionate impact. See the corporate Managing Employee Reductions EIA for details.

We will continue to monitor at Portfolio and Council-wide the impact of all staffing changes to try to ensure there is no negative impact on workforce diversity.

## **Consultation and Evidence to support EIAs**

Tackling inequality is crucial to increasing fairness and social cohesion, reducing health problems, improving wellbeing and helping people to have independence and control over their lives. It will underpin all that we do. Feedback on the budget priorities has overwhelmingly supported the Council's priority of protecting services for those that most need help and support

As part of the development of options for the 2013/14 budget, officers have undertaken a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by people who may be affected by decisions taken as part of the budget, and to ensure that they have had an opportunity to put forward other ideas for consideration.

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

Our budget consultation activity has had two main strands this year:

- Corporate consultation events on particular topics
- Consultation on specific budget proposals

Budget priorities were heavily shaped by consultation activity undertaken over the past twelve months, starting with the outcomes of the response to the 2011 Leader's letter. This gave strong overall support for the approach of seeking to protect services for the most vulnerable (including adult and children's social services, education and services for older people).

These findings from last year have been developed over the last twelve months by both budget and non-budget related activity. This includes consultation on the Health and Wellbeing Strategy, libraries, early years and engagement with the voluntary, community and faith sector. We have protected spend, in relative terms, on outcomes such as better health and wellbeing, and tackling poverty and increasing social justice, which make a large contribution towards protecting those who most need our help and support.

The second element of consultation activity that has informed our approach to this budget is service-specific. This has taken many forms, depending both on the nature of the proposal and which service users and communities are likely to be affected. In general terms, proposals that were assessed as having a higher impact were subject to more detailed consultation. This has ranged from public meetings, to individual discussions with providers, to surveys and questionnaires. We also published on the Council website broad overviews of a number of proposals that may impact on the community as a whole and invited feedback.



All the results of consultation activity will be taken into account when making individual decisions on the proposals. In some cases this consultation activity is not yet complete (e.g. on libraries) and therefore firm proposals will be subject to further decision making in line with the Council's usual governance processes.

More information about our approach to consulting on the budget proposals can be found in the Revenue budget report and in individual service EIAs.

### **Evidence - What do we already know – Sheffield Demographics**

As well as consultation evidence, we have used monitoring information we already hold in services to help us identify possible impacts and to help shape and inform the EIA process. The recent Census and other data shows:

- Sheffield's population has grown above the national average and the City Region, rising from 513,000 in 2001 to 552,698 at the time of the 2011 census. This is currently projected to increase to around 600,000 by 2020. This has resulted from increases in births, net inward migration and longer life expectancy. Resident live births in the city rose from 5,530 in 2002 to 6,510 in 2010, with the largest increases occurring in the three wards of Firth Park, Southey and Burngreave.
- Sheffield is a diverse city and the ethnic profile continues to change, with the proportion of residents classifying themselves as non-British white growing from 11% in 2001 to 19.2 % in 2011. The largest proportional increases occur in the; Arabic, East European, Indian and Chinese communities. Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas of the city with high proportions of BME people – these ten correlate with areas of higher deprivation.
- Sheffield has a higher proportion of its population aged 65 years or over (16.7 % or 85,700 people) than the other English Core Cities. This is projected to increase, with the largest increase in the number of people aged over 85. In 2011 9,000 older people received support from the Council and by 2025 it is estimated that there will be an increase of 21% in people over 65 years old unable to manage at least one self-care activity (such as washing or dressing) on their own.
- 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. There are 29 (out of 100) neighbourhoods in the city that are included within the most 20% deprived within England, in total accounting for 28% of the city's population.
- 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 Benefit. These figures are likely to change as a result of the Welfare Reform changes being introduced during 2013.
- Residents' incomes are around 10-15% lower than the national average. In addition Sheffield is ranked 6th out of 326 against other Local Authorities for low income, though average weekly incomes rose slightly in 2012 from £436 to £441. In April 2012, the proportion of the working age population in Sheffield that were claiming Job Seekers Allowance (JSA) was 4.6%, almost a fifth higher than the national average of 3.7%. Although the number of people claiming unemployment benefits has doubled

in less than three years, unemployment rates actually fell slightly last year (by around 1%), although this fall was lower than the national average of 1.9%.

- In line with national change, there has been a sharp increase in the number of smaller households in Sheffield. There are also greater numbers of females than males in the population, due largely to higher life expectancy for women. While the pay gap between men and women has been reducing, there is still evidence that in general men are paid more than women, with the pay gap standing at around 9.6% for work of equivalent value.
- There are over 105,000 adults with a long term limiting illness, equivalent to around 20% of the population. At the city level, Disability Living Allowance claimants in Sheffield have increased from 26,450 in 2002 (5.1% of the population) to 32,790 in 2011 (5.9%) in 2011.
- Although the city is becoming healthier for most people, health inequalities across neighbourhoods remain and are in some cases widening, with some individuals and groups remaining or increasingly vulnerable, in particular older people, the young, disabled people, some women and some ethnic minority groups. People in the most deprived parts of Sheffield still experience poorer health and die earlier than people living in the rest of the city.

<sup>2[1]</sup> <https://www.sheffieldfirst.com/key-documents/state-of-sheffield.html>

<b>Impact Analysis</b>
<b>Areas and detail of impact</b>
<b>Overall</b>
<p>Inevitably when funding is reducing year on year at the scale that we are experiencing, there will be an impact on the front-line services we deliver and on some of the work we do with groups who share a protected equality characteristic. We have tried to minimise the impact on these groups as far as possible, however we have to make some really tough choices. We are being guided in these choices by our priorities to protect frontline services and services for those who most need our help and support.</p> <p>This is a summary of potential areas of impact. Further details of the impacts are contained in individual service EIAs. There are a number of key themes that run through the budget proposals in all Portfolios. Relevant areas to this EIA are:</p> <ul style="list-style-type: none"><li>• Targeting of resources to those most in need and at risk</li><li>• Helping people to be independent and to make their own choices</li><li>• Intervening early and do more preventative work</li><li>• Improving access and focus on early learning</li><li>• Working with agencies to make better use of shared resources</li><li>• Restructuring services and teams to increase efficiency</li><li>• Better value for money in the services we purchase</li><li>• Increasing charges as a way to maintain service levels</li><li>• Reductions in funding to the VCF sector</li></ul>

## Areas and detail of impact

- Monitoring the impact of changes over the coming year.

Overall, the proposals have the potential to impact negatively in some areas and service EIAs have sought to mitigate this however there are also positive impacts identified which are highlighted.

### Multiple Impacts

The scale of the staff efficiency savings, service restructuring and a reduction in management costs in **all Portfolios** mean there is potential for impact on workforce diversity and service satisfaction. As a result, actions to monitor and mitigate impact on quality, waiting times for services, and customer satisfaction are increasingly important elements of our performance management of all our services.

Several services in all Portfolios will be looking to increase charges as a way to maintain service levels. We have a fair charging policy and we will, where possible, mitigate any increases with fee concessions where relevant for people on low incomes etc. This has the potential to impact across a range of groups who have lower incomes.

Changing the arrangements for the allocation of grants and contracts with the VCF sector across all Portfolios and 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, although we are working to mitigate this. Mitigation includes continuing projects on a reduced scale, and being committed to ensuring that where money is spent it is targeted at those who most need our support. It also includes working with organisations to encourage sharing services and back office costs e.g. in the advice centres, to reduce impact where possible on front line services. We are also continuing to invest in the VCS through for example grant fund funding and housing related and enablement support.

In **Communities Portfolio** there are 37 in-depth (full) EIAs. Adult Social Care by definition provides services to vulnerable, disabled and older people and savings in this area have the potential to impact upon these protected groups. Some of the proposals however involve offering a choice of more cost effective solutions to individuals or reflect the impact of self directed services where individual choices are resulting in less demand for particular types of services and these will have few or positive equality impacts.

However there are a number of areas of significant activity where the initial impact assessment highlighted a risk of differential impact and therefore the need for an in depth EIA. Areas that will have an impact across a number of protected characteristics are: dementia services, community assemblies and locality management, equipment and adaptations, city wide care alarms, housing related support proposals, transformation of reablement services, individual travel plans, assistive technology, homelessness services, hostel provision, adult placements and transformation of day care services.

Our approach is to make savings in restructuring and premises costs and by being innovative, whilst protecting the most vulnerable people who need our help and support. We are working with individuals, carers and families to find better ways to meet their needs and investing in prevention, early intervention, support planning, providing and arranging care and support. Where possible we are working with service providers to reduce the costs of services thereby minimising the impact on service users. In some cases however, we may need to reduce the hours available to individuals. With such significant reductions to our budgets, there will be changes to some of our services and how we deliver them.

## Areas and detail of impact

In the case of libraries consultation activity is not yet complete and therefore firm proposals will be subject to further decision making. We are proposing making £1.6m savings in Library Services over the next 2-3 years to help meet the budget savings. In 14/15 we are proposing to make £370k through further efficiencies and management savings. We are approaching organisations, businesses and groups to ask them to come forward with proposals to run library services which could help the Council make the savings required. If we do not achieve any viable and sustainable proposals, it is likely we will have to make substantial reductions in services, including potentially closures of libraries or other services such as the mobile library service. Following further consultation we will be bringing options forward in the early summer and a full Equalities Impact Assessment will be undertaken.

In the **Place Portfolio**, 23 full EIAs have been undertaken, with the vast majority of full impacts identified relating to proposals in culture and environment. The three main areas of equality impact for Place proposals relate to socio economic, voluntary/community sector and workforce impacts. There are relatively few impacts relating to the key protected characteristics other than those proposals affecting parks and countryside (closure of public toilets) and culture and environment (changes to sports and leisure facilities).

Impacts on financial exclusion relate mainly to proposed increases in service fees/charges for a number of different services including car parking, H road markings, rat collection, parks, bereavement, etc. Impact on the Voluntary/Community Sector impact relates mainly to budget proposals in Public Health and in Culture and Environment where some organisations are having their budgets or subsidies reduced, e.g. Sheffield International Venues, Museums Sheffield and Sheffield Theatres Trust. In mitigation we are working closely with the groups concerned to minimise the impacts on front line wherever possible, but negative impact is inevitable.

In **Deputy Chief Executives** most initial impacts were 'equality neutral' or low i.e. the proposals will not have a disproportionate impact, though there have been a small number of proposals requiring a full EIA these are: voluntary sector grants, third sector assembly. Workforce Impact – See workforce impact below. In all these areas, mitigating actions have been identified and will be implemented as part of EIA action plans. Although the Grant Aid budget has reduced the total proposed investment in grant aid is £2,538,000. This provides a positive impact across a range of protected characteristics. The monitoring outlined in the EIA notes key users of grant aid services as 28% disabled, 43% BME, 52% women, and 19% over 60.

In **Resources** there have been a small number of corporate workforce related proposals which required a full EIA such as managing employee reductions, incremental progression freeze and implementation of the living wage. These have the potential to impact across all protected characteristics and are being monitored corporately. Most other proposals relate to internal restructuring changes only and will have no disproportionate impact.

In the **Children, Young People and Families Portfolio** there 25 full EIAs and there are a number of services where the initial impact assessment highlighted a risk of differential impact and therefore the need for a full impact assessment. A number of these could impact across multiple characteristics and include: restructuring of youth services, early years review, public health contracts, transport, young carers, voluntary and community and faith sector contracts in a number of areas and internal restructuring. These will impact across a range of characteristics but especially young people and families.

The year on year reductions, the ending of external funding arrangements and the transfer of

## Areas and detail of impact

funding to schools will have a considerable impact. As a consequence of the scale of the reductions we have not been able to continue with some specific programmes. As mitigation we will continue to work with children, young people and families to find better ways to meet their needs and to invest in prevention and early intervention. We will also look at restructuring services, focusing of those most at risk or in need of support, accessing devolved resources, including pupil premium, through traded services to schools to fund additional activity, and working with organisations to reduce impacts on frontline services.

Many of these reductions or changes in provision will occur during the next year, and we will be monitoring any adverse impacts on individuals and groups to ensure that any potential negative impact is reduced as far as possible. Our EIAs are 'live' documents and will be subject to change, as proposals or evidence of impact changes. We are committed to involving providers, service users and communities as part of the decision making process for implementing some of the budget proposals.

### Age

### Older people

In 2011 Sheffield also had a higher proportion of its population aged 65 years or over (16.7 % or 85,700 people) than the other English Core Cities. The proportion of Sheffield's population aged over 65 is also projected to increase, with the largest increases in the number of people aged over 85.

Across **all Portfolios** impacts on age have been identified; however for older people the impacts are largely in the **Communities Portfolio** where older people are the primary user group of adult social care services. In 2011/12 there were nearly 13,500 adults in Sheffield receiving care and support services provided or arranged by ourselves and may therefore be directly impacted by some of the changes. However not all changes identified are negative. Just over 6,800 of these people were provided with a personal budget, giving people choice and control of their own care and support.

We will continue to work with individuals and their carers and families to find better ways to meet their social care needs and to invest in prevention, early intervention and support planning, and also providing the short-term support people need to regain their independence. For example, continuing to develop our successful Community Access and Reablement Service (CARS) to help people regain and maintain their confidence and independence; and the transformation of re-ablement services to create a dedicated Hospital and Intermediate Care Service that is co-located with Community Intermediate Care Service (CICS)/Short Term Intervention Team (STIT) to support people in home or bed based reablement and rehabilitation.

Ceasing the subsidy for the remaining non hard wired City wide alarms will impact on approximately 3,900 older people (in receipt of council tax or housing benefit) who will lose a subsidy to fund the cost of the alarm service. Changes to the older people mental health resource centre, will mean a reduction in bed based capacity, buildings closures and extension of current day support and community support capacity which should have a range of positive outcomes for people with dementia and their carers, e.g. around prevention and personalisation. Consultation feedback will help inform mitigations for all customer groups

In **Deputy Chief Executives** included within the Grant Aid budget is an amount used to provide grants to a network of local lunch clubs. The majority of lunch clubs are small self-help groups run entirely by volunteers that encourage older people to participate in a range of activities that reduce social isolation and promote health and wellbeing in older age. Between

<b>Areas and detail of impact</b>
2,500 and 3,000 older people will benefit from attending these clubs in 2013-14
<b>Young People</b>
<p>In <b>Children Young People and Families Portfllo (CYPF)</b> individual EIAs have highlighted a potential risk of negative impact on young people under 24 years. Many of the proposals and resulting service changes result from a loss or change to external funding and the difficulty in replacing this lost funding.</p> <p>The early years from pre-birth to age 5 is the most important period in a child's development. Over the past two years the funding available from central government for early years services has reduced, and we are expecting a further £6.8m reduction in the coming year. We therefore have to make some difficult decisions on how to reduce our spending, how we provide services and rethink how we organise them across the city.</p> <p>We will redesign the number of children's centre areas from 36 to 17. These will cover the whole city but would be larger and the number of buildings we deliver activities from e.g. toddler groups, health drop-ins should increase, and services will be better targeted to meet the needs of the local community and, in particular, vulnerable families.</p> <p>The Government no longer requires, or provides funding for, children's centres to provide childcare. We will stop providing grants to the 20 childcare providers (16 in the Private, Voluntary and Independent sector and 4 in the statutory sector). Any childcare subsidy in the future will be for the most vulnerable children, regardless of the organisation or setting. We will however ensure that better information and advice about access to childcare will be available and support and parents to find alternative arrangements if required.</p> <p>Key changes on youth are around the change in which careers advice is organised in line with statutory powers introduced in 2012 and the cessation of Kids Can Do activities. We currently put around £8.85m a year into targeted youth services, with £1.2m spent directly on universal youth activities. The funding for youth activities comes from a grant that Government has cut by £6.8m (27%) next year. We are proposing to reduce our youth services budget by £1.6m next financial year. In mitigation we will focus our services where it will make the biggest difference to young people and protect services where we work directly with young people most at risk - working through our Community Youth Teams with partners including schools and voluntary organisations. We will reduce the number of youth centres by ending some lease arrangements, and making savings on premises and service costs and focus on a reduced number of 'youth hubs' in areas where facilities and activities for young people are lacking</p> <p>There are a number of voluntary , community and faith sector projects where funding will be reduced or ended such as Sheffield Young Carers Project, Homestart, Sickle Cell and Thalessemia Foundation, CLASSY and Sheffield Working Women's Opportunities Project. This will impact of a wide range of protected characteristics.</p> <p>The proposed reductions for the delivery of the Sheffield Integrated Sexual Health Services may negatively impact on all ages that currently use the open access services. There are specific impacts on 16-25 age ranges, for example in terms of reducing Chlamydia which is prevalent in this age group, young people on account of prevalence to risk taking sexual behaviour, more relevant in Sheffield with its high student population. Mitigation includes making efficiency savings to prevent reductions in frontline service delivery and engaging with the provider to manage the impact of the reduction, e.g. by focussing on the most vulnerable.</p> <p>In <b>Communities Portfolio</b> the changes to housing related support will reduce funding for</p>

## Areas and detail of impact

young people's homeless services aged 16 to 24. This may be through reductions in time available with people or reduced units of support and will impact on access to services by young people. There has been extensive consultation with providers on how they would make the savings in the best possible way for their organisation and clients.

There are also a range of changes that are intended to have a positive impact on young people. The Early Years service redesign will lead to services being targeted to those most in need giving improved outcomes for the most vulnerable children and families. We will prioritise support to vulnerable children and young people, particularly those with complex needs, working with our partners to meet children and young people's needs within their family and community setting. Changes in Special Education Needs (SEN) transport will create opportunities for more flexible travel assistance for children and young people and their parents and carers which will promote personal independence.

We are also continuing where possible with successful schemes from last year that impacted positively such as the apprenticeship schemes, employability programmes and grant aid. For example we will deliver the City Deal programme designed to deliver 4,000 new apprenticeships. We will work with employers to create opportunities for young people to get work experience, training and on-going employment. We will increase the number of children fostered by Local Authority Carers, and increase permanent placements of looked after children this should impact positively to increasing the diversity of placements. In homelessness services we are revising case work practice to reduce homeless acceptances and focus more on prevention.

## Disability

There are over 105,000 adults with a long term limiting illness, equivalent to around 20% of the population. At the city level, Disability Living Allowance claimants in Sheffield have increased from 26,450 in 2002 (5.1% of the population) to 32,790 in 2011 (5.9%) in 2011. The service EIAs in most Portfolios have identified a potential risk of negative impact on disabled people and noted mitigations to be put in place.

In **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, for example, housing related support (formerly supporting people) funding is targeted, amongst others, at disabled groups. In line with our overall approach to protecting services for those who most need our help and support, our proposals, would lead to a net reduction in the Council's social care service budgets of less than 5% - about half the reduction being made to the budgets of other services.

There are a number of proposals which are about redesigning services which should have a positive impact on disabled people such as changes to the older people mental health resource centre, will mean a reductions in bed based capacity, buildings closures and an extension of current day support, community support capacity which should have a range of outcomes for people with dementia and their carers around prevention and personalisation.

Other examples include:

- Increased self-directed support and personalised budgets.
- Expanding the preventative services
- Using assistive technology at night time to support people with learning disabilities
- Investing in support to people with learning disabilities to develop travel solutions

## Areas and detail of impact

- Changing residential homes into Supported Living homes
- Transformational change of In-House Day and Employment Services delivered by the Joint Learning Disability Service.
- Re-configuring the city's dementia resource centres
- Increase use of Adult Placement Shared Lives
- Transformation of reablement services

In the **Children, Young People and Families Portfolio**, funding reductions to voluntary, community and faith sector projects such as to the Sheffield Young Carers Project, Homestart and Sheffield Sickle Cell and Thalessemia Foundation is likely to negatively impact on young carers of disabled people, disabled parents or parents of disabled children. These may be mitigated through efficiency savings, service reduction or a combination of both. A reduction in outreach services run by the integrated sexual health services could negatively impact on some disabled people who may have particular access needs.

Changes in Special Educational Needs transport will impact on disabled children but it will create positive opportunities for more flexible travel assistance for children and young people and their parents and carers which will promote personal independence. We are also increasing the number of SEN children and young people whose needs are locally met.

## Race

Sheffield is a diverse city and the ethnic profile continues to change, with the proportion of residents classifying themselves as non-British white growing from 11% in 2001 to 19.2 % in 2011. The largest proportional increases occur in the; Arabic, East European, Indian and Chinese communities. Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas of the city with high proportions of BME people – these ten correlate with areas of higher deprivation

Overall there are more indirect impacts on race identified than direct. 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 **Communities Portfolio** there is no evidence to suggest that BME people will be disproportionately affected by the reductions in Care & Support. Reductions in housing related support will end units of specific support to refugees however there will continue to be generic floating support, which is capable of supporting this client group. We would ensure that any additional training etc required was available and this would primarily affect new clients. There is also an anticipated further reduction in asylum seekers coming to Sheffield due to the new G4S contract.

In **Children Young People and Families Portfolio** the proposal to reduce VCF contracts e.g. to young carers service, will impact on BME people as approx 25% of young carers are BME and who are sometimes hard to engage. A reduction of funding the Homestart support to families is likely to have a negative impact on BME families who are a disproportionately higher service user. In addition, Homestart volunteers have community language skills which may be lost. A reduction to the Sheffield Sickle Cell and Thalessemia Foundation is likely to negatively impact people from some BME groups who are in a very high risk category and may lead to the current BME run and staffed organisation being unable to continue.

A change to the Integrated Sexual Health Services will negatively impact on some ethnic groups who are at a higher risk of contracting sexually transmitted infections due to cultural



<b>Areas and detail of impact</b>
<p>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.</p> <p>The external Standards Fund changes that move funding directly to schools will impact on the Ethnic Minority and Traveller Achievement service. To mitigate the changes EMTAS is developing its traded services to schools.</p>
<b>Religion/ Belief</b>
<p>Few service impact assessments have detailed negative impacts in this area. We therefore do not think overall there will be any negative disproportionate impact except in the <b>Children, Young People and Families Portfolio</b> where the revision of the Home to School Transport Policy and change to end free denominational transport would affect the Catholic faith group in particular. However this would align Sheffield policy to that of the rest of South Yorkshire and further. Any children who are disabled and meet low income criteria would not be affected by the proposed change. A reduction to the Sheffield Sickle Cell and Thalessemia Foundation and sexual health services may impact negatively as there is an alignment between some BME groups and some faith groups, therefore the impact may be interlinked.</p> <p>In both cases, further monitoring will be undertaken as part of individual EIAs to assess this.</p>
<b>Sex - including men, women &amp; pregnancy and maternity</b>
<p>Few impact assessments have noted clear direct negative impacts on gender however as women overall have lower incomes and are a larger proportion are carers, changes such as increasing in charges will impact.</p> <p>In <b>Deputy Chief Executives</b> through Grant Aid and in <b>Communities Portfolio</b> we are continuing to fund domestic abuse services however there is a reduction and a review in housing related support to these services. To help avoid disproportionate impact on any equality group, impact will be monitored in discussions with providers about the savings and in regular contract management.</p> <p>In <b>Children Young People and Families Portfolio</b> the reduction in funding in early years, childcare subsidy and children's centres will impact on parents but in particular on women. In mitigation, families will be supported to minimise any impacts of the focus to meet need by allocating resources to where they are most needed. There will be further consultation on the proposed changes. See the young peoples section for more details.</p> <p>The proposed reduction of funding to the Sheffield Working Women's Opportunities Project identified a potential negative impact to girls aged under 16 working on the streets as the project's relationship with working women has enabled the identification of this to take place and then dealt with. There is potential mitigation through efficiency savings to prevent front line service reduction and further information is being sought. A reduction to the breastfeeding peer support will impact on women as it is a specialist service for women provided by women. A reduction to the Homestart support to families is likely to have a negative impact on women, who are Homestart's main users.</p> <p>The proposed changes to Early Years identify the service users as predominantly female and that there will be some negative impacts of the change. In mitigation families will be supported to minimise any impacts of the focus to meet need by allocating resources to where they are</p>

<p><b>Areas and detail of impact</b></p>
<p>most needed. There will be further consultation on the proposed changes.</p> <p>A change to the Integrated Sexual Health Services as part of the former Public Health contracts may negatively impact on women who are more likely to access sexual health services. Treating and preventing sexually transmitted infections is critical in both sexes. A reduction in levels of outreach with men will also negatively impact. For mitigation see Age.</p>
<p><b>Sexual Orientation</b></p>
<p>Few service impact assessments have detailed negative impacts in this area except in the <b>Children Young People and Families Portfolio</b> where a change in former public health contracts to the Integrated Sexual Health Services will negatively impact men who have sex with men and who are a priority group. The prevalence of HIV is very high in this group and is nationally increasing higher than in other parts of the population. The SHOUT programme is currently delivered as an ongoing support programme. A reduction of funding will adversely impact as some men may be reluctant to use centrally located. For mitigation see Age...</p> <p>Overall, we do not think overall there will be negative disproportionate impact, but information on our service users in this area is limited so further monitoring will be undertaken as part of individual EIAs to assess this as relevant and appropriate.</p>
<p><b>Trans</b></p>
<p>Few service impact assessments have detailed negative impacts in this area except in the <b>Children Young People and Families Portfolio</b> noted below. We therefore do not think overall there will be negative disproportionate impact. As above, we do not have a great amount of monitoring information on our service users in this area so further monitoring will be undertaken as part of individual EIAs to assess this as relevant and appropriate.</p> <p>As noted above above public health contracts changes to the Integrated Sexual Health Services will negatively impact support on transgender issues, for example tackling transphobia, awareness raising, building self esteem etc. This is a non core activity and could be compromised, if funding is reduced carrying the risk that trans people, already one of the most marginalised groups, will be further marginalised. For mitigation see Age.</p>
<p><b>Financial Exclusion, Poverty, Social Justice and Homelessness</b></p>
<p>Sheffield Residents' incomes are around 10-15% lower than the national average. In addition Sheffield is ranked 6th out of 326 against other Local Authorities for low income. In April 2012, the proportion of the working age population in Sheffield that were claiming Job Seekers Allowance (JSA) was 4.6%, almost a fifth higher than the national average of 3.7%. Also the number of people claiming unemployment benefits has doubled in less than three years.</p> <p>Almost one quarter of households, approximately 58,500 households are living in poverty. Since 2007 the gap between the worst off and best off people across Sheffield has increased</p> <p>Government has cut our funding over the last 2 years as part of its deficit reduction programme. At the same time, we have had to deal with rising costs and increasing demand for our services. Inevitably when funding is reducing year on year at the scale that we are experiencing, there will be an impact on the front-line services. We have tried to minimise the impact as far as possible especially on those that most need our help and support, such as those that face financial exclusion and poverty, however we have to make some really tough choices.</p>

## Areas and detail of impact

The proposals set out in this Report assume that the Council will accept the Freeze Grant and will set an unchanged council tax in 2013/14.

The Council Tax Support Scheme (CTSS) approved by Council on 23 January has also impacted on the budget 2013/14. With the abolition of Council Tax Benefit (CTB) and its replacement by the Council Tax Support Scheme (CTSS), there are significant and complex changes to the way in which the council tax base is calculated. Without the introduction of CTSS and changes to the level of discounts, additional savings to those included in this report would have been required. However, we do know that as CTSS is based on reducing the support for working age claimants and a small number of non protected pensioners, this will have an impact in relation to some people who have a low income. However the CTSS will provide some support to people who have difficulty paying their council tax bill, and the discretionary scheme will provide additional support to people significantly impacted by the introduction. What we have done is, whilst reducing the level of CTS support for working age customers to 77%, is to put in place a £0.5m hardship fund so that we can mitigate the worst impacts of the change. The impact of the reduction in funding is being addressed through the CTSS as set out in the earlier report.

Several services in **all Portfolios** will be looking to increase charges as a way to maintain service levels. We have a fair charging policy and we will, where possible, mitigate any increases with fee concessions where relevant for people on low incomes etc. This has the potential to impact across a range of groups who have lower incomes.

We will continue where possible with successful schemes from last year that impacted positively such as the apprenticeship schemes, employability programmes, grant aid and self directed support. For example we will deliver the City Deal programme designed to deliver 4,000 new apprenticeship places. We are reshaping our Employability Programme to help those furthest from the labour market e.g. disabled jobseekers including people who experience mental health conditions and we will work hard to help long-term unemployed young people into training and work.

In **Children Young People and Families Portfolio**, the review of early years and youth services has the potential to impact negatively however as a result of the reduced funding we are targeting funding to the most vulnerable and at risk; families and young people; early intervention; with support services that are flexible, accessible and of high quality. Focussing our reduced budgets on the services that will make the biggest difference.

In **Communities Portfolio** following consultation, and as part of supported housing proposals, there will be a reduction of funding for specific work with offenders. Fewer offenders with complex needs will be able to access supported accommodation. However service providers have reported that there is likely to be minimal impact on clients as they will attempt to avoid this. There will also be further housing related support efficiency savings (previously known as supporting people programme). In homeless services we are revising case work practice to reduce homeless acceptances and focus more on prevention, reduce bed and breakfast costs for homeless customers by reducing the number of placements made and offering better access to alternative suitable emergency accommodation, supported housing and permanent housing.

## Carers

Funding reduction to the Young Carer's Project is likely to negatively impact young carers in the city. Also a funding reduction could negatively impact on projects involvement in Views of

<b>Areas and detail of impact</b>
<p>Young Carers Explained (VOYCE). It may be possible to mitigate through some efficiency savings or resource pooling; however there is a risk of some service reduction.</p> <p>The proposed changes to Early Years subsidies identify a small possible impact on carers. To help mitigate, further work and monitoring will take place. See the disabled people section as well for other proposals which impacts on both groups.</p>
<b>Voluntary, Community and Faith Sector</b>
<p>When considering the impact on the VCS the importance of this 'social value' is recognised by the 'Best Value' guidance<sup>3</sup>, which was published by the Government in September 2011. This states that authorities have a duty<sup>4</sup> to consider the impact of budget reductions on VCF or other</p>

<sup>3</sup> <https://www.gov.uk/government/publications/best-value-statutory-guidance--4>

<sup>4</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>

## Areas and detail of impact

organisations that have a 'social value':

The Public Services (Social Value) Act<sup>5</sup> will, from January 2013, require us to take social value into consideration when we commission services: in practice it is likely that a significant number of reductions will be newly commissioned services rather than cuts to existing contracts

Last year we were able to keep reductions to the Voluntary and Community Sector generally lower e.g. only 5% reduction on Grant Aid. This year however due to the year on year reductions to our funding, this will not be possible. These reductions have continued longer than we were hoping and therefore there will be larger impact on the VCF sector across Portfolio budgets.

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, although we are working to mitigate this. Although the impact on the VCF sector is large, overall we do not think that it is disproportionate.

In **Deputy Chief Executives** Grant Aid is exclusively focused on the VCF and reductions wholly impact on the sector. In 2013-14 although the investment is 300k lower than last year, the total proposed investment in grant aid is £2,538,000. In **Communities Portfolio** the changes to the allocation of discretionary grants, community assemblies, housing related support and adult social care budgets will impact on the VCF sector.

In the **Children Young People and Families Portfolio** there will be a negative impact on the VCF Sector in the early years reviews, public health contracts and the ending of Kids Can Do activities as part of the youth services restructure. In the early years review the change will bring equity in approaches to funding providers and families will be supported through the period of change. Local forums and networks will be engaged to reduce or minimise impact. Further consultation with providers will assess the impact of the proposed changes.

Mitigation includes continuing projects on a reduced scale, being committed to ensuring that where money is spent it is targeted at those who most need our support. Working with organisations to encourage sharing services and back office costs e.g. in the advice centres, to reduce impact where possible on front line services. We are also continuing to invest in the VCS through for example grant fund funding and housing related and enablement support.

## Workforce Diversity

In all **Portfolios** many of the budget proposals involve staff efficiency savings, service restructuring and a reduction in management costs by deleting vacancies, managing employee reductions through voluntary early retirement and severance and possible and compulsory redundancy in some areas. We have also promoted employee led measures such as voluntary reductions in hours, career breaks and annual leave purchase schemes. We have also implemented a further year of an increment freeze (now 3 years) but have committed to paying a living wage of £7.45 from 1st April 2013.

The Council believes that the composition, skills, and commitment of the workforce are vital factors in our ability to deliver responsive, personalised services. Over the last decade the Council has transferred many services to the private and voluntary sector. Council employed

<sup>5</sup> <http://www.legislation.gov.uk/ukpga/2012/3>

## Areas and detail of impact

staff now account for only about a third of the Council's spending. This is much lower than in many other local authorities and means that much more of our budget is spent through other organisations, like Veolia, our waste management partner. Currently, there are two major changes to the Council's staffing profile underway, with staff from Public Health and Sheffield Homes joining the Council workforce in April 2013.

We continue to monitor workforce issues, and are aware of the need to address under-representation of women in middle management roles; the gap between the Black and Minority Ethnic (BME) and disability profile of the city and the Council's workforce; and skills shortages in some service areas. We are also aware of:

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

Given the extent of internal restructuring as a result of the proposals, and possible staff reductions of a further 500 posts in 2013/14, workforce EIAs within Portfolios and Council wide have been completed.

These show possible changes to the diversity of the workforce as a result of staff restructuring and MERs (Managing Employee Reductions) required from some of the budget proposals. However, it is not yet possible at this stage to predict the exact impact of these processes upon workforce diversity. We will continue to work within our current policies and procedures, which promote workforce diversity to reflect 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 Managing Employee Reductions (MER) including Voluntary Early Retirement (VER) and Voluntary Severance (VS), increment freeze and the living wage. Last years monitoring of the Managing Employee Reductions (MER) and VER/VS schemes showed no negative disproportionate impact on people who share a protected characteristic and had positive impacts in line with our workforce diversity strategy.

## Overall summary of possible impact

All budget proposals have undergone an initial impact analysis to decide whether there was likely to be disproportionate negative impact on different groups of people. Where this was identified as disproportionate, having medium or high impact, in-depth (full) EIAs were carried out. Overall, our impact assessments identify and provide mitigations for potential impact in services for younger people, older people, disabled people, BME, gender, religion and belief, sexual orientation, voluntary community and faith sector, cohesion and financial inclusion/ poverty (there is over representation within this last group of disabled people, women and BME communities).

Headline features of the combined Impact Assessment show:

- Services will be looking to increase charges as a way to maintain service levels. We implemented a fair charging policy last year and we will, where possible, mitigate any increases with fee concessions where relevant for people on low incomes. However, the increases will impact on people with low incomes or are financially excluded.
- Many services are continuing to restructure services and teams and as a result staffing levels across the council have reduced. Last year the majority of changes were managed through voluntary severance schemes. In 2013/14 we will be reducing the workforce by approximately 500 further posts. Monitoring from the past year indicates that there has been no disproportionate impact on those who share a protected characteristic.
- Last year we were able to keep reductions to the Voluntary and Community Sector generally lower. This year however due to the year on year reductions to our funding, this will not be possible. These reductions have continued longer than we were hoping and therefore there will be larger impact on the VCF sector across Portfolio budgets. 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, although we are working to mitigate this.
- We will target resources to those most in need and at risk, help people to be more independent and to make their own choices, intervene earlier and do more preventative work, get even better value for money in the services we purchase and be innovative in service commissioning and design.
- We are committed to ensuring that where money is spent it is targeted at those who most need our support, and are working to encourage sharing services and back office costs to reduce impact where possible on front line services. We are also continuing to invest in the Voluntary and Community Sector, for example, through grant fund funding and housing related and enablement support.
- 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.
- We will continue detailed consultation with customers and other stakeholders as specific activities are implemented.

Action plan		
Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
Overall and for specific issues relating to communities sharing protected characteristics under the Equality Act 2010	Individual proposals have had detailed EIAs and specific mitigation has been devised wherever possible. These will contain the detail of the actions required be monitored as appropriate. In some cases as proposals are developed further and implemented, alongside consultation, some impact assessments will be revisited or updated.	Service Managers within Portfolios as noted in EIAs  Performance monitoring within Portfolios - Directors of Business Strategy
Overall	There will be a 6 monthly updates to the Strategic Equality and Inclusion Board,	Portfolios directors report as part of performance reporting

Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
	which is chaired by the Chief Executive	to the Strategic Equality and Inclusion Board
Overall	The Sheffield Fairness Commission report makes a number of recommendations for the city (including some for the Council) that will have a direct impact on reducing inequality and discrimination in the city. The Council will be setting out how it intends to respond positively to these recommendations during 2013.	Director of Policy and Performance. Cabinet report developed. Annual monitoring of Fairness Commission recommendations organised through Sheffield Executive Board
Cumulative charging	In line with the fair fees and charges policy we will seek to mitigate any increases with fee concessions where relevant for people on low incomes	Develop monitoring arrangements within the year which seek to assess cumulative impact
Voluntary, Community and Faith Sector	<p>Monitoring Report at 6 months on the impact on the VCF sector to EMT and Strategic Equality and Inclusion Board</p> <p>Review and reshape the arrangements for engagement and influence within the Council for the VCF.</p> <p>Review the Councils commissioning policies and procedures particularly to make sure the cumulative impacts are monitored</p>	<p>Director of Policy and Performance</p> <p>Director of Policy and Performance</p> <p>Director of Commercial Services</p>
Workforce	The corporate workforce EIAs will be monitored six monthly	Head of HR 6 monthly at the Strategic Equality and Inclusion Board
Financial Exclusion	The Council will work with partners to develop communications and other actions including monitoring to help people cope with the impacts of Welfare Reform including and including the introduction of the Council tax support scheme and associated discretionary fund. This includes development of a replacement for the Social Fund, and a city wide communications campaign and monitoring of the above.	Executive Director of Communities. Reviewed through the Welfare Reform Implementation Group and Tackling Poverty and Increasing Social Justice group.

**Approved (Lead Officer): Laraine Manley: January 31<sup>st</sup> 2013**

**Approved (EIA Lead Officer): Adele Robinson: January 31<sup>st</sup> 2013**



**FULL EQUALITY IMPACT LIST BUDGET 2013/14**

<b>ID Number</b>	<b>Proposal Name</b>	<b>Portfolio</b>	<b>Service</b>	<b>Lead Manager</b>
4Q14B4-1	Amendments and savings to various older people's housing support service contracts	Communities	Housing Independence Service	Pat Niblett
4P14B6-1	Assistive technology - night care	Communities	Joint Learning Disabilities Service	Josie Bennett
4Q14B4-1	Budget savings to Domestic Abuse Refuge services	Communities	Housing Independence Service	Pat Niblett
4Q14B4-1	Budget Savings to Homelessness Services	Communities	Housing Independence Service	Pat Niblett
4Q14B4-1	Cease subsidy for remaining non hard wired CWA	Communities	Housing Independence Service	Pat Niblett
4Q44B1-2	Community Mental Health Services (CMHT reconfiguration)	Communities	Commissioning (adult mental health)	Steven Todd
513 / 4P24B2-2	Consistent Application of Prioritising Need	Communities	Care & Support	Robert Broadhead
4Q44B2-1	Efficiencies in Staff Training - Adult Mental Health Reduced training costs - 2013-14	Communities	Commissioning - adult mental health	Steven Todd
4Q14B4-1	End all specific refugee housing support services	Communities	Housing Independence Service	Pat Niblett
4P14B1-1	Increased use of Adult Placement Shared Lives	Communities	Joint Learning Disabilities	Keith Mckinstrie
4Q54B1-1	Learning Disabilities Supporting People	Communities	Social Care Commissioning	Sarah O'Connor
4A24B1-2	Libraries Staffing Savings	Communities	Community services	Andrew Milroy
4Q44B4-1	OPMH Resource Centres	Communities	Commissioning - adult mental health	Sharon Marriott
4Q44B10-1	Other Savings SHSCT Contract Services - Care Purchasing (Mental Health)	Communities	Commissioning - adult mental health	Steven Todd

<b>ID Number</b>	<b>Proposal Name</b>	<b>Portfolio</b>	<b>Service</b>	<b>Lead Manager</b>
4Q44B5-1	Other Savings SHSCT Contract Services - Care Purchasing (Substance Misuse)	Communities	Commissioning - adult mental health	Steven Todd
4GM4B1-1 4GK4B1-1	Proposals for a new approach to engaging and involving communities	Communities	Community Services	Vince Roberts
4P24B5-2	Reablement Services (CARS)	Communities	Care and Support	Robert Broadhead
4P14B3-1	Reconfiguration of NHS Services (de-registration of care homes)	Communities	Joint Learning Disabilities Service	Josie Bennett
4P44B1-1	Reduce costs of bed and breakfast	Communities	Housing Related Services	Belinda Gallup
4Q14B4-1	Reduce funding for housing support services for offenders	Communities	Housing Independence Service	Pat Niblett
4Q14B4-1	Reduce funding for young people's services	Communities	Housing Independence Service	Pat Niblett
4P14B9-1	Reduce Sickness Cover Costs	Communities	Joint Learning Disabilities Services	Josie Bennett
4P14B7-1	Reduced Building Costs	Communities	Joint Learning Disability Service	Julie Turner
4Q44B5-1	Reduced provision in response to SDS and alternative choices - reduction in both SHSC and Third Sector contracted services.	Communities	Commissioning - Adult Mental Health	Steven Todd
4P44B3-1	Reducing homeless acceptance	Communities	Housing Related Services	James Harding
4P34B2/3/4/5	Reduction of Complex Needs Services, review of Community Support Services, and potential business efficiencies from across Adult Provider Services such as vehicle management	Communities	Adult provider Services	Sharon Green
4Q54B2-1	Review Adult Social Care Commissioning Team and review of Contract and Partnership Team.	Communities	Social Care Commissioning	Miranda Plowden

ID Number	Proposal Name	Portfolio	Service	Lead Manager
4P54B2-1	Review contributions 1 - Backdating Service User Contributions	Communities	Provider Services - SCAS	Philip Howson
4P44B2	Review equipment policy	Communities	Housing Related Services	Zoe Young
46073	Review of Day Services	Communities	Adult Provider Services	Sharon Green
4Q44B6-1	Review of SHSC partnership (mental health commissioning: resources)	Communities	Commissioning - adult mental health services	Steven Todd
4R24B4-1	Training - Brockwood	Communities	Quality and Safeguarding	Diane Whitlock
4R24B2-1	Training SLA with Brockwood	Communities	Business Strategy	Diane Whitlock
4P14B5-1	Transformation of Day Care Services	Communities	Joint Learning Disabilities Service	Paul Brooke
512	Transformation of re-ablement services	Communities	Care and Support	Robert Broadhead
4P14B4-1	Value for Money reviews	Communities	Joint Learning Disabilities	Anita Winter
4P14B2-1	Accelerate roll out of individual travel plans (see previous EIA: CDU-1112-295)	Communities, Resources	Joint Learning Disabilities Service (Staff - Transport Services)	Emma Cawley
CYPFPH99	Breastfeeding Peer Support in Jessop Wing (STH Maternity Services) provided by Action for Children	CYPF	CYPF, Public Health	Siobhan Horsley
3114B3	CJC: The impact of impending changes to remand on, and the financial pressures arising for, Children and Families Service	CYPF	Children and Families	Mark Sheikh
31A4B9	External Placements (SCART): no inflationary increase	CYPF	Children and Families	Mark Sheikh

ID Number	Proposal Name	Portfolio	Service	Lead Manager
31A4B3	Fostering - recruitment and retention	CYPF	Children and Families	Mark Sheikh
31A4B4	Fostering: Capital investment	CYPF	Children and Families	Mark Sheikh
3AH4B1	Home to School Transport	CYPF	Inclusion and Learning Service	Alena Prentice
CYFPFH103	Homestart Sheffield	CYPF	CYPF, Public Health	Siobhan Horsley
3114B6	Impact of Asylum Grant reduction/ loss	CYPF	Children and Families	Mark Sheikh
3144B1	Impact of loss of CWDC Grant: social work recruitment and retention programme	CYPF	Children and Families	Mark Sheikh
3J24B1	Implementation of the recommendations from the Review of Early Years and multi agency support (0-5)	CYPF	Early Years	Julie Ward
3114B2	Integrated Front Door Prevention Assessment Teams (PAT)	CYPF	Children and Families	Mark Sheikh
3J24B4	MAST and Early Years contracts: no inflationary increase	CYPF	Children and Families	Mark Sheikh
31A4B2	Permanence	CYPF	Children and Families	Mark Sheikh
CYFPFH95	Proposal to reduce contract for delivery of the Sheffield Working Women's Opportunities Project (SWWOP)	CYPF	CYPF, Public Health	Amy Buddery
3AP4B3	Public health funding	CYPF	Children and Families	Mark Sheikh
3154B4	Residential Review	CYPF	Children and Families	Mark Sheikh
3114B4	Savings against costs related to sickness absence	CYPF	Children and Families	Kath Selman / Mark Sheikh
CYFPFH94	Sheffield Sickle Cell & Thalassaemia Foundation proposed budget reduction	CYPF	CYPF, Public Health	Jessica Wilson

<b>ID Number</b>	<b>Proposal Name</b>	<b>Portfolio</b>	<b>Service</b>	<b>Lead Manager</b>
CYPFPH10 2	Sheffield Well-being Consortium Community Health Champions (Pregnancy, Birth and Beyond) Programme	CYPF	CYPF, Public Health	Siobhan Horsley
CYPFPH93	Sheffield Young Carers Project proposed budget reduction	CYPF	Public Health, CYPF	Jessica Wilson
3IA4B5; 3IA4B6	Short Breaks - LDD Placements and Direct Payments	CYPF	Children and Families	Mark Sheikh
3I54B1	Social care allowances - inflationary increase	CYPF	Children and Families	Mark Sheikh
3J44B1	Youth Services	CYPF	LLSC	Sam Martin
CYPFPH98	Sheffield Integrated Sexual Health Service	CYPF, DCX	Public Health CYPF	Amy Buddery
3F14B3/4/5	SEN Transport	CYPF, Resources	Business Strategy	Martin Green
5E03B2-2	Grant Aid Budget 2013-14	DCX	Policy Partnership and Research	Anne Giller
2W03	Closure of public toilets situated on the highway	Place	Parks & Countryside	David Hargate
2W03	Community Activity Leaders, Community Activity Assistants, Cleaner, Health Walks	Place	Activity Sheffield	Diana Radford
4M03B1 to B4	Creative Sheffield 2013/14 Business Planning	Place	Creative Sheffield	Edward Highfield
2W03	Customer Services Team Reduction	Place	Activity Sheffield	Jo Pearce
2W03	Diving Training Scheme	Place	Activity Sheffield	Sarah Nickson
2W03	Employee Impact of Culture Budget changes	Place	Culture and Environment	Paul Billington

<b>ID Number</b>	<b>Proposal Name</b>	<b>Portfolio</b>	<b>Service</b>	<b>Lead Manager</b>
2W03	Health Walks	Place	Activity Sheffield	Diana Radford
2W03	Increase of fees & charges - Bereavement Services	Place	Parks & Countryside	David Hargate
2W03	Potential closure of Stocksbridge Leisure Centre	Place	Culture and Environment	Paul Billington
2W03	Reduced funding to events programme	Place	Culture & Environment	Richard Eyre
2B03B3, B5 and B6	Reduction in budget/increase in income of £1.72m for Transport, Traffic & Parking Services	Place	Development Services	John Bann
/	Reduction in funding for East End Quality of Life Initiative	Place	Public Health	Sheila Paul
2W03	Reduction in Ranger Service	Place	Culture and Environment	Chris Heeley
2C03B4	Reintroduction of charging for domestic rat treatments for those not in receipt of qualifying benefits	Place	Pest Control	Ian Ashmore
/	Sheffield Obesity Service – Child Weight Management	Place	Public Health	Sheila Paul
2W03	Summer Programme Funding Reduction	Place	Activity Sheffield	Diana Radford
2W03	Swim Training Scheme	Place	Activity Sheffield	Sarah Nickson
/	The Community Stop Smoking Service (CSSS).	Place	Public Health	Sheila Paul
2W03	Transfer Pitsmoor Adventure Playground to Sheffield City Council's Community Buildings Team	Place	Activity Sheffield	Diana Radford
2W03	Transfer Verdon Recreation Centre to Sheffield City Council's Community Buildings Team	Place	Activity Sheffield	Diana Radford
2W03	Trust Support Budgets 2013/14 and beyond	Place	Culture and Environment	Paul Billington

<b>ID Number</b>	<b>Proposal Name</b>	<b>Portfolio</b>	<b>Service</b>	<b>Lead Manager</b>
/	Upperthorpe Healthy Living Centre Trust 1.	Place	Public Health	Sheila Paul
2W03	Water Polo Training Scheme	Place	Activity Sheffield	Sarah Nickson
LWHRDec1 2	Implementation of the Living Wage	Resources, Council Wide	HR	Cheryl Blackett
IFHRDec12	Incremental Progression Freeze	Resources, Council Wide	HR	Cheryl Blackett
MERHRJan 13	Managing Employee Reductions	Resources, Council Wide	HR	Cheryl Blackett

This page is intentionally left blank