

Council

**Friday 1 March 2013
2.00 pm
(Special Meeting)**

**Council Chamber, Town Hall,
Pinstone Street, Sheffield S1 2HH**

The Press and Public are Welcome to Attend

COUNCIL (SPECIAL MEETING)

Friday 1 March 2013, at 2.00 pm
Council Chamber, Town Hall, Pinstone Street, Sheffield S1 2HH

The Press and Public are Welcome to Attend

MEMBERS OF THE COUNCIL

THE LORD MAYOR (Councillor John Campbell)
THE DEPUTY LORD MAYOR (Councillor Vickie Priestley)

1	<i>Arbourthorne Ward</i> Julie Dore John Robson Jack Scott	10	<i>Dore & Totley Ward</i> Keith Hill Joe Otten Colin Ross	19	<i>Mosborough Ward</i> David Barker Isobel Bowler Tony Downing
2	<i>Beauchief & Greenhill Ward</i> Simon Clement-Jones Clive Skelton Roy Munn	11	<i>East Ecclesfield Ward</i> Garry Weatherall Steve Wilson Joyce Wright	20	<i>Nether Edge Ward</i> Anders Hanson Qurban Hussain Nikki Bond
3	<i>Beighton Ward</i> Helen Mirfin-Boukouris Chris Rosling-Josephs Ian Saunders	12	<i>Ecclesall Ward</i> Roger Davison Diana Stimely Penny Baker	21	<i>Richmond Ward</i> John Campbell Martin Lawton Lynn Rooney
4	<i>Birley Ward</i> Denise Fox Bryan Lodge Karen McGowan	13	<i>Firth Park Ward</i> Alan Law Chris Weldon Shelia Constance	22	<i>Shiregreen & Brightside Ward</i> Sioned-Mair Richards Peter Price Peter Rippon
5	<i>Broomhill Ward</i> Shaffaq Mohammed Stuart Wattam Jayne Dunn	14	<i>Fulwood Ward</i> Andrew Sangar Janice Sidebottom Sue Alston	23	<i>Southey Ward</i> Leigh Bramall Tony Damms Gill Furniss
6	<i>Burngreave Ward</i> Jackie Drayton Ibrar Hussain Talib Hussain	15	<i>Gleadless Valley Ward</i> Cate McDonald Tim Rippon Steve Jones	24	<i>Stannington Ward</i> David Baker Vickie Priestley Katie Condliffe
7	<i>Central Ward</i> Jillian Creasy Mohammad Maroof Robert Murphy	16	<i>Graves Park Ward</i> Denise Reaney Ian Auckland Bob McCann	25	<i>Stockbridge & Upper Don Ward</i> Alison Brelsford Philip Wood Richard Crowther
8	<i>Crookes Ward</i> Sylvia Anginotti Geoff Smith Rob Frost	17	<i>Hillsborough Ward</i> Janet Bragg Bob Johnson George Lindars-Hammond	26	<i>Walkley Ward</i> Ben Curran Nikki Sharpe Neale Gibson
9	<i>Darnall Ward</i> Harry Harpham Mazher Iqbal Mary Lea	18	<i>Manor Castle Ward</i> Jenny Armstrong Terry Fox Pat Midgley	27	<i>West Ecclesfield Ward</i> Trevor Bagshaw Alf Meade Adam Hurst
				28	<i>Woodhouse Ward</i> Mick Rooney Jackie Satur Ray Satur

John Mothersole

Chief Executive

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PUBLIC ACCESS TO THE MEETING

The Council is composed of 84 Councillors with one-third elected three years in four. Councillors are democratically accountable to the residents of their Ward. The overriding duty of Councillors is to the whole community, but they have a special duty to their constituents, including those who did not vote for them

All Councillors meet together as the Council. Here Councillors decide the Council's overall policies and set the budget each year. The Council appoints the Leader and at its Annual Meeting will appoint Councillors to serve on its Committees. It also appoints representatives to serve on joint bodies and external organisations.

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. on Friday, or you can ring on telephone no. 2734552. You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda.

Members of the public have the right to ask questions or submit petitions to Council meetings. Please see the website or contact Democratic Services for further information.

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

FACILITIES

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

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

**COUNCIL AGENDA
FRIDAY 1 MARCH 2013**

(Special Meeting for the purposes of approving a Revenue Budget and Capital Programme and setting the Council Tax for the Financial Year 2013/14)

Order of Business

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST OR INABILITY TO VOTE ON THE SETTING OF THE COUNCIL TAX**
- 3. PUBLIC QUESTIONS AND PETITIONS AND OTHER COMMUNICATIONS**
 - (a) To receive any questions or petitions from the public, or communications submitted by the Lord Mayor or the Chief Executive and to pass such resolutions thereon as the Council Procedure Rules permit and as may be deemed expedient.

(b) *Petitions Requiring Debate*

The Council's Petitions Scheme requires that any petition containing over 5,000 signatures be the subject of debate at the Council meeting. The following qualifying petition has been received:-

Petition requesting a Fair Deal for Sheffield on Government Funding

To debate a petition containing 7, 063 signatures calling on the Government to review its policies concerning the funding allocated to Sheffield and South Yorkshire. The wording of the petition is as follows:-

“To the Prime Minister,

Sheffield is being hit hard by your Government's cuts, threatening vital services that we value. Our Council is being forced to cut £1 in every £3 from its budget, yet more affluent parts of the Country are being let off more lightly, with much lower cuts. This is unfair and the level of cuts we are experiencing cannot go on.

We call on you to review your Government's policies, and to give Sheffield and South Yorkshire the fair funding that we deserve.

We also ask that Sheffield City Council endorse this petition and promote it within the City”

4. REVENUE BUDGET AND CAPITAL PROGRAMME 2013/14

To consider so much of the minutes of a meeting of the Cabinet held on 13th February, 2013, arising from its consideration of (a) a joint report of the Chief Executive and the Executive Director, Resources on the Revenue Budget 2013/14 and (b) a report of the Executive Director, Resources on the Capital Programme 2013/14, and to pass resolutions thereon as appropriate.

A handwritten signature in black ink, appearing to read "John Rocherde", with a horizontal line underneath it.

Chief Executive

Dated this 21st day of February 2013

The next ordinary meeting of the Council will be held on Wednesday 3 April 2013 at the Town Hall

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REPORT OF THE CHIEF EXECUTIVE

MEETING OF THE CITY COUNCIL,
1ST MARCH, 2013

At its meeting on 13th February, 2013, the Cabinet received (a) a joint report of the Chief Executive and the Executive Director, Resources on the Revenue Budget 2013/2014 and (b) a report of the Executive Director, Resources on the Capital Programme 2013/2014, and the Cabinet made recommendations which are required to be approved by the City Council.

The Cabinet minute, including the recommendations required to be approved by the Council, is set out below:-

REVENUE BUDGET 2013/14

A joint report of the Chief Executive and the Executive Director of Resources was submitted, which set out the latest position on the 2012/13 budget; provided details of the Local Government Finance Settlement for 2013/14; sought approval to the City Council's revenue expenditure plans and requirements for 2013/14, including the position on reserves and balances; levies and precepts made on the City Council by other authorities; the City Council's Medium Term Financial Strategy, including the financial outlook for 2013/14 and beyond; proposals for the level of Council Tax to be kept the same as for 2012/13; and the technical calculation of the overall Council Tax increase, including South Yorkshire precepts.

As part of Cabinet's consideration of the joint report, it was noted that the Overview and Scrutiny Management Committee had noted the following recommendations without amendment, as part of its consideration of the joint report earlier in the day.

RESOLVED: That, on the understanding that the reference to the proposed closure of the Bole Hill View Resource Centre in paragraph 130 of the joint report be amended to show the proposed closure of the Centre as taking effect from "March 2014" rather than "October, 2013" as shown, the City Council, at its meeting on 1st March, 2013, be recommended to:-

- (a) approve a net Revenue Budget for 2013/14 amounting to £477.430m;
- (b) 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) approve the Revenue Budget allocations and Budget Implementation Plans for each of the services, as set out in Appendix 2;
- (d) 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) 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) note the latest 2012/13 budget monitoring position;
- (g) approve the Treasury Management and Annual Investment Strategies set out in Appendix 7 and the recommendations contained therein;
- (h) approve the Minimum Revenue Provision (MRP) Statement set out in Appendix 7; and
- (i) 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.

CAPITAL PROGRAMME 2013/14

The Executive Director, Resources submitted a report providing an overview of the Council's Capital Programme, which showed a broadly balanced position with proposed expenditure totalling £ 564 million over the next 5 years to 2016/17.

The Capital Programme was made up of a number of different elements and detailed reports were appended relating to a breakdown of the Capital Programme by Portfolio; a Programme Monitoring report to 30th November 2012; Capital Programme Funding Sources; the Capital Receipt and Corporate Resource Pool (CRP) 2012-17; the Children and Young People and Families Capital Programme and Capital Strategy 2013-14; Housing Capital Programme 2012-17; Properties and Facilities Management (Resources) Capital Programme; Communities Capital Programme; the Neighbourhoods Investment Programme 2013/14 – 2017/18; the Housing Investment Programme 2013/14-2017/18; the Local Transport Plan (LTP); the Capital Approval Process and proposed Capital Projects by Portfolio

As part of Cabinet's consideration of the joint report, it was noted that the Overview and Scrutiny Management Committee had noted the following recommendations without amendment, as part of its consideration of the report earlier in the day

RESOLVED: That the City Council, at its meeting on 1st March, 2013, be recommended to:

- (a) approve those specific projects included in the 2012-13 to 2016-17 programme at Appendix 10, with block allocations being included within the programme for noting at this stage and detailed proposals will be brought back for separate Member approval as part of the monthly monitoring procedures;
- (b) note the proposed Capital Programme for the 5 years to 2016/17 as per Appendix 10;
- (c) approve the proposal at paragraph 18 to address the current funding gap on Building Schools for the Future (BSF) and note that progress will be monitored

and reported to Members as part of the normal budget monitoring process;

- (d) approve the allocations from the Corporate Resource Pool and the policy outlined in Appendix 4 such that the commitment from the CRP is limited to one year and no CRP supported schemes are approved beyond 2013 -14. (If substantial capital receipts are realised within 2012-13 or 2013-14 a further report will be brought to Members as part of the monthly approval process); and
- (e) approve the proposal at paragraph 33 to incorporate all capital receipts arising from non charitable covenanted Parks into the CRP.

(NOTE: Reports on the Revenue Budget and Capital Programme 2013/14 have been circulated to all Council Members with the Council Summons.)

John Mothersole
Chief Executive

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BUDGET REPORT 2013/14

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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) 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. The Final Settlement for 2013/14 was announced on 5 February 2013: for Sheffield the final figures represented a slight reduction compared to the provisional figures.
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 2013.

	2012/13	2013/14	Change from 2012/13
	£000	£000	£000
Formula Funding allocation	265,732	242,788	-22,944
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	14,512	386
Funding before Council Tax Support	<u>305,950</u>	<u>280,647</u>	<u>-25,303</u>
Council Tax Support Funding		35,930	
Council Tax Benefit Subsidy	46,411		
Total funding/Start Up Funding Assessment	<u>352,361</u>	<u>316,577</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		
NDR/Business Rates Baseline	260,679	98,672
Top Up Grant		27,800
	<u>260,679</u>	<u>126,472</u>
Revenue Support Grant	5,053	190,105
Formula Grant/Start Up Funding Assessment	<u>265,732</u>	<u>316,577</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.

Movements on Specific Grant	2012/13	2013/14	Variation
	£000	£000	£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, to 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.

37. There will be a further report to Cabinet in April 2013 detailing the proposals for use of the grant. In the interim, the grant will be spent on current public health activity transferring over from the Primary Care Trust.

Business Rates Income

38. 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.
39. 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.
40. 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.
41. 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.
42. 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.

43. 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 a 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.

44. 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.

45. 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.

46. 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

47. 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>

48. 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.

49. 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

50. 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.
51. 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.
52. 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.

53. 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.
54. 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.
55. 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.
56. 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

57. 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>

58. 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.

59. 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

60. 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

61. 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.
62. 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.
63. 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.
64. 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 has reduced their budget for 2013/14 and have reduced the Sheffield levy by 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.

65. 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.
66. 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.
67. 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

68. The Council's approach to managing its financial position in the medium term has been through the Business Planning process. This requires Services and Portfolios to develop business plans which show what activities will be provided in 2013/14 for a specified cash limited budget.
69. The Business Planning process for 2013/14 began before the consideration of the MTFs 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.
70. 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

71. 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

72. 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

73. 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

74. 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

75. 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

76. 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 1.
 - 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

77. 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 have reduced 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

78. 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

79. 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
TOTAL		49.6

Savings Proposals for 2013/14

80. 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.
81. 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.
82. 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	10.5
Resources	1.2
	6.5
	46.2
Public Health efficiencies	3.4
Total	49.6

Revenue Budget Position for 2012/13

83. 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.
84. 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	171,679	168,750	2,929
Place	163,107	163,896	(789)
Deputy Chief Executive	12,120	12,040	80
Resources	61,240	61,766	(526)
Corporate budgets	(488,794)	(488,758)	(36)
Grand Total	1,157	0	1,157

85. 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

86. 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.
87. 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

88. 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

89. 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 has set its budget for 2013/14 and the Council was notified on 12 February 2013 that the levy would amount to £35.484m for 2013/14. This is a reduction of approximately £1.4m for Sheffield. There are other adjustments to expenditure which bring the overall reduction to £2.2m, as reflected in the City Council budget proposals.
 - Payments to the South Yorkshire Pensions Authority and to the Environment Agency amount to £0.218m and £0.170m respectively. This represents a slight reduction compared to 2012/13.

Portfolio Revenue Spending Plans for 2013/14

90. 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.
91. 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

92. 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
93. 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.
94. 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.
95. 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
96. 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).
97. 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.

98. 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

99. 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

100. 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.
101. 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.
102. 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](#).
103. 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

104. 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.
105. 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.
106. 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.
107. 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
108. 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.
109. 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

110. 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.
111. 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.

112. 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.
113. 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

114. The current budget for Health and Wellbeing is approximately £148 million. This includes our spending on adult social care, health, and housing related support.
115. 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

116. 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.
117. 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.
118. 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%.

119. 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.
120. 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.
121. 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.
122. 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.
123. 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.
124. 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.
125. 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.
126. 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).
127. 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.

128. 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.
129. We have already identified the need to change our services for people with dementia.
130. 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.
131. 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 March 2014.
132. You can find out more about this consultation in our [Shaping the Future of Dementia Support section](#).

Care Homes

133. 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.
134. 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

135. 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

136. In 2011/12 our Housing Support Service prevented nearly 1,500 homelessness cases and supported a further 1,400 homeless people or households.
137. 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.
138. 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**.
139. 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.
140. 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.
141. However with such significant reductions to our budgets, there will be changes to some of our services and how we deliver them.
142. 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.
143. 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.
144. 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.

145. 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.
146. 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.
147. 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.
148. 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.
149. 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

150. 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

151. 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.
152. 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

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

154. 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".
155. 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.
156. 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.
157. 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.

158. 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.

159. 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.

160. 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.

161. 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.

162. We will make better use of the city's assets, e.g. sports centres, theatres, libraries and museums.

163. 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)

164. 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

165. 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.

166. 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

167. 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.

168. 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.

169. 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

170. 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**
171. 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.
172. 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.**
173. 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.
174. 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.
175. 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.
176. 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

177. 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.
178. 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

179. 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.
180. 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.
181. 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.
182. 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

183. 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.
184. 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.
185. 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

186. Our aim is to make Sheffield one of the most physically active cities in the UK.
187. 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.
188. 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.
189. We don't want to close any sports facilities. We fully understand their importance to the health of our local communities.
190. Over the next 3 years, we will need to reduce the amount we spend on sports facilities by well over £1 million.
191. 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.
192. We've analysed every sports facility in terms of potential savings and the numbers of people affected.
193. 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
194. 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

195. 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.
196. 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.
197. 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

198. We've therefore developed a plan to help us deliver the highest possible savings with the lowest possible impact on participation.
199. We have developed the following proposals by working closely with Sheffield City Trust (the charity that operates many of our sports and leisure centres).
200. Continue to support 4 major district sports and leisure centres which serve large areas of the city:
 - Hillsborough
 - Concord
 - Westfield
 - Graves
201. Seek new investment in **Graves** as the headquarters for the city's emerging National Centre for Sport and Exercise Medicine.
202. 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).
203. 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.
204. This will be accelerated in early 2013 and we will work closely with key agencies in the area in pursuit of this goal.

205. Continue to support **Ponds Forge** given that it serves a citywide audience and regularly attracts major events and commercial activities to the city.
206. 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.
207. 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.
208. 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.
209. Reluctantly withdraw the subsidy provided to **Stocksbridge Leisure Centre** (in consultation with the leaseholder/operator Seven Hills Leisure Trust).
210. 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.
211. 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
212. 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.
213. 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.
214. 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.
215. At the same time, work is already underway to identify possible alternative facilities for users affected by the closure.
216. Seek the closure of **Don Valley Stadium** (by agreement with Sheffield City Trust).

217. Don Valley Stadium is a high cost venue (costing us over £700,000 in 2012/13) and we subsidises every visit by over £5.
218. The stadium is also over 20 years old and requires major repair and maintenance work – totalling around £1.6 million.
219. 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.
220. This would result in a loss of participation up to 10 times greater than DVS.
221. We will work with the current users of DVS to find alternative venues, including the Eagles for their 2014 season.
222. 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).
223. 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
224. 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).
225. Don Valley would operate until September 2013 to meet its existing commitments.

Activity Sheffield

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

228. 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.
229. We've prioritised lower cost and flexible services and will seek to shift some of our programmes away from the need for Council subsidy.
230. We will find £100,000 of the savings needed by reducing costs within Activity Sheffield – this will include reductions to management and administrative staff
231. 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)
232. 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
233. 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
234. 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
235. 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
236. 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.

237. 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.
238. 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
239. 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.
240. 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.
241. 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.
242. 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

243. 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.
244. 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.
245. 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.

246. The government funding cuts next year together with increasing pressures means we have to save £50 million during 2013/14.
247. 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.
248. 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.
249. 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

250. 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.

251. 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

252. 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

253. Sheffield needs a vibrant city centre, a thriving arts scene, and a programme of events that supports the local economy and entertains the public.

254. The regeneration of the city centre over the last 10 years has been a major success.

255. 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.

256. 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

257. 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.

258. 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

259. 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

260. 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

261. 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

262. 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.

263. 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

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

265. 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

266. 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.

267. 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

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

269. 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.

270. 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

271. 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

272. 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.

273. 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

274. 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 its financing. In accordance with the Local Government Finance Act 1992 (as amended by the Localism Act 2011) the Council is required to make a number of determinations. These are set out in Appendix 6 and include:

- a Budget Requirement (a section 32 calculation)
- a Council Tax Requirement (a section 31a(4) calculation)
- a basis amount of tax (Band D equivalent)

275. 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

276. 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

277. 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

278. 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 128,050.05 Band D equivalent properties.

Budget Requirement for 2013/14

279. 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 £477.426m. 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	479,068
LESS		
Council Tax Freeze Grant	(4,931)	(1,642)
Total Expenditure	463,518	477,426
Financed by:		
Revenue Support Grant	5,053	190,105
Business Rates	260,679	95,265
Top Up Grant	-	27,800
Council Tax	196,762	164,256
Collection Fund Surplus	519	-
Budget Requirement	463,518	477,426
Band D Council Tax (City Council)	£ 1,282.75	£ 1,282.75

Council Tax levels

280. 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	58.7	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	1.1	2,137.91
H	18/9	over £320,000	0.1	2,565.49
			100.0	

Precepts

South Yorkshire Police and Fire & Rescue Authorities

281. The South Yorkshire Police & Crime Commissioner (PCC) and the South Yorkshire Fire & Rescue Authority met on 28 January and 18 February respectively to set their precepts for 2013/14. The approved precepts for Sheffield are £18,253,535 for the PCC and £8,167,029 for the South Yorkshire Fire & Rescue Authority.

Parish and Town Councils

282. 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.

	Precept	Increase	Band D
	£	%	£
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

283. 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.

284. 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.

285. 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.
286. 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.
287. 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.
288. 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.
289. Determining the final set of proposals for consideration Officers and Cabinet Members have had regard to how the equality impact assessments will be prepared for specific proposals as identified by each Portfolio, prior to decisions being made. The Council needs to be satisfied that it can continue to meet its statutory duties and meet the needs of vulnerable young people and adults. Proposals have been drawn up on the basis that Strategic Directors are satisfied that this will enable them to continue to meet their statutory duties and the needs of the most vulnerable. In some cases further consultation may be required.

290. 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

291. 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

292. 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.

293. 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
Revenue Support Grant	190,105	157,143	-32,962
Baseline Business Rates Funding			
Local Share of Business Rates	98,672	101,698	3,026
Top Up Grant	27,800	28,653	853
Start Up Funding Assessment	<u>316,577</u>	<u>287,494</u>	<u>-29,083</u>

294. 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.

295. 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.
296. 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

297. 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.
298. 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.
299. 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.
300. 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

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

Workforce Impact

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

303. 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 2 contain details of these reductions. This will be managed, in the first instance, through deleting vacant posts, voluntary early retirement (VER) and voluntary severance (VS) schemes where appropriate and then through the Council's Managing Employee Reductions (MER) procedure to achieve the balance of reductions and redesign services.

304. 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.

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

Pay Policy

306. In accordance with the Localism Act, the Council is required to publish a Pay Policy for 2013/14. This is attached at Appendix 8.

Equality Impact

307. 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

308. 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

309. 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](#).

310. 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.

311. 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.

312. 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.

313. 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.
314. 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.
315. 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.
316. 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.
317. 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

318. 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](#)'.

319. 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?

320. 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

321. 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).

322. 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.

323. When considering the impact on the VCS the importance of this 'social value' is recognised by the 'Best Value' guidance¹, which was published by the Government in September 2011. This states that authorities have a duty² to consider the impact of budget reductions on VCF or other organisations that have a 'social value'. 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

324. 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.

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

² The Best Value Statutory Guidance has statutory force and must therefore be taken into account in the exercise of funding decisions. It is issued under section 3(4) Local Government Act 1999 which states that, in deciding how to fulfil its Best Value duty (section 3(1) LGA 1999), local authorities have to take into account guidance issued by the Secretary of State which may cover the form, content and timing of consultations <http://www.ncvo-vol.org.uk/news/civil-society/helping-you-understand-new-best-value-guidance>

325. 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

326. 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.

327. 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:

328. 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.

329. 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

330. 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.

331. 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.

332. 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.

333. 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.

334. 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.

335. 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

336. 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.

337. 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.

338. 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.

339. 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

340. 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.

341. 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.

342. 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

343. 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.

344. 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:

345. 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

346. 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

347. 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.

348. 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.

349. 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

350. Members are recommended:

- a) to approve a net Revenue Budget for 2013/14 amounting to £477.426m;
- 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 £477.426m 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.
- j) to agree that interim authority to spend the Public Health ring fenced grant be delegated to the Director of Public Health and Executive Directors subject to a further report to Cabinet in April 2013.
- k) to approve a Pay Policy for 2013/14 as set out in **Appendix 8**.

John Mothersole
Chief Executive

Laraine Manley
Executive Director, Resources

Cost and Demand Pressures for 2013/14

	£000
<u>Children Young People & Families</u>	
• 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
Total CYPF	5,720
<u>Communities</u>	
• Reduction in external funding	1,648
• Cost of 1% pay award	583
• Increase in demand for adult social care service	2,660
Total Communities	4,891
<u>Place</u>	
• 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
Total Place	2,392
<u>Deputy Chief Executive</u>	
• 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
Total DCX	205

<u>Resources</u>	
• 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
Total Resources	3,655
OVERALL TOTAL PRESSURES	16,863

Children Young People and Families

	BIP ref	<u>Gross Expenditure</u> <u>£000</u>	<u>Gross Income</u> <u>£000</u>	<u>Net Expenditure</u> <u>£000</u>
<u>BUSINESS STRATEGY</u>				
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>
<u>CHILDREN & FAMILIES</u>				
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>
<u>INCLUSION & LEARNING SERVICES</u>				
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>
<u>LIFELONG LEARNING SKILLS & COMMUNITIES</u>				
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>
		483,148	401,874	81,274

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.
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	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.
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	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)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Legislation				
Description	Unfunded legal costs to the Council for Academy conversions as a result of new Government policy.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	200	200	-	200

Line	E2				
Activity	Legislation				
Description	Academies Dedicated Schools Grant (DSG) reductions for Local Authority Central Spend Equivalent Grant/Overheads and removal of centrally retained activity, as a result of new Government policy.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	1,500	1,500	-	1,500

Line	E3				
Activity	Demand				
Description	Demand for children, young people and families service, linked to population increase of children and young people.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	100	100	-	100

Section 3: Summary of Savings

Line	B1				
Activity	Academy Legal Costs				
Description	Pressure mitigated through income from academies to cover legal costs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(200)	(200)

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).
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	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

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

Line B2					
Activity: Mitigation of ICT pressure/Broadband Services					
Description: This saving is being delivered through increased income.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(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.
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	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.
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	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	RESOURCES SUPPORT SERVICES (Division)

Section 2: Summary of Pressures (Form Es)

Line		E1			
Activity		Inflation			
Description		Potential 1% National Pay Award			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	34	-	34	-	34

Section 3: Summary of Savings

Line		B1			
Activity		Business Strategy personnel			
Description		Increased efficiency through creation of a single team for Business Strategy (CYPF)			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(44)	-	(44)	-	(44)

Line		B2			
Activity		Business Strategy Manager			
Description		As part of a wider management review this post is being deleted.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(51)	-	(51)	-	(51)

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

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

Line	A7					
Activity	SERVICE AREA NORTH					
Description	The teams are made up of 9 weeks service and the long term teams and include Social Workers, Support Workers, Practice Teachers and Approved Social Worker Professionals. The types of the assessment/work undertaken include : Children in need - assessing and supporting families and their children to achieve. Child Protection - a plan is required in order that children are safeguarded. Looked After Children - either permanency care or further assessment to assess whether children can return home. Children subject to Court Orders or Directives : e.g. section 7 and section 37 of the Children's Act 1989. Families that have no re-course to public funds, unaccompanied asylum seekers, homeless 17-18 year olds, adoption for children.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	63	2,057	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"> Increasing capacity by bringing the two teams together will mean that we are able to meet the increase in demand Social Worker caseloads would not increase significantly as a result of changes in remand legislation. 					
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.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue 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.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue 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.
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	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 & 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.
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	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	LDD (Division)

Section 2: Summary of Pressures (Form Es)

Line	E3				
Activity	Inflation				
Description	Additional costs resulting from 1% pay award and additional ICT costs				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	17	6	23	-	23

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.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	(17)	(6)	(23)	-	(23)

Line	B3				
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 Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	(18)	-	(18)	-	(18)

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

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

	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.
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	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)

Line E2					
Activity Demand					
Description A direct payment is an alternative way of receiving support by giving a cash payment to families of disabled children for them to spend on services. Direct payments are offered following an assessment of need and offer families increased control and autonomy. The spend on Direct Payment has increased substantially over the last few years with spending of £323K in 2010/11 rising to £600K in 2011/12 and is projected to be around £675K for 2012/13.					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	-	300	300	-	300

Line E3					
Activity Inflation					
Description Additional costs resulting from additional ICT costs					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	-	14	14	-	14

Line E4					
Activity Inflation					
Description In 2010-11 we spent around £13.7 Million towards the purchase of external placements for children with external organisations. These are placements for children who are at risk and where the Council assumes the parenting role, but these children could not be placed in City Council placements, so it is therefore necessary to place them with an external organisation. An inflationary increase equates to £206k on this level of expenditure.					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	-	200	200	-	200

Section 3: Summary of Savings

Line B2					
Activity Adoption/Special Guardianship/ Residence orders					
Description Increase permanent placements by 20 through increased use of Adoption Special Guardianship Orders ensuring more LAC are considered for permanency solutions sooner. We have "51" 7-14 year olds in independent fostering placement over 12 months and permanence solutions will be explored for this group of children.					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	(216)	(216)	-	(216)

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

Line B3					
Activity Fostering Recruitment and Retention					
Description 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.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(287)	(287)	-	(287)

Line B5					
Activity LDD Direct Payments					
Description 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.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(300)	(300)	-	(300)

Line B6					
Activity LDD Placements					
Description 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.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(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	<p>The Provider Service mission statement is to deliver, monitor and provide the highest quality placements and complimentary services that will endeavour to meet specific assessed needs of children and young people within Sheffield.</p> <p>Service is responsible for the recruitment, preparation and assessment of prospective parents and their support once a child is in placement. Provides secure accommodation via Aldine House which is a safe caring environment. Funds service and strategic commissioning for children and young people's emotional health and wellbeing and short break care for children with disabilities in Sheffield.</p>
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	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	<p>Responsible for the recruitment, preparation and assessment of prospective adoptive parents, and their support once a child is in placement, and for searching for a suitable adoptive placement that will meet most of the child's needs, for all Sheffield children with an agreed plan of adoption. The service offers support to adoptive families post placement and post Adoption Order including a wide range of support groups. We also offer support to birth families and adopted adults, including assistance with access to adoption records and counselling. We facilitate the 'letterbox exchange scheme' which assists contact between birth families and adopted children. The service is responsible for administering and reviewing all Residence Order and Special Guardianship Order payments and for undertaking non-agency adoption assessments and providing reports to the Court</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
27	890	3,802	4,692	(176)	4,516

Line	A2				
Activity	ALDINE HOUSE				
Description	<p>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.</p>				
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)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	To increase the Foster Care, Adoption allowances in-line with inflation on an annual basis. To stay competitive within the market, we need to increase our rate in line with national agreed rates. We currently spend £7.4M on social care allowances. An increase of slightly under 2% would mean around £140K of additional payment.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	140	140	-	140

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
	86	24	110	-	110

Section 3: Summary of Savings

Line	B1				
Activity	Mitigation Adoption/Fostering inflation increases				
Description	This increase will permit our rates to stay competitive and will allow us to increase the number of LA Foster carers who in turn will reduce our reliance on high cost placement options compensate for this increase in cost. This only equates to a transfer of 4.5 placement from IFA's or 1 residential placement into Foster Care.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(140)	(140)	-	(140)

Line	B3				
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
-	(86)	(24)	(110)	-	(110)

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

Line	B1					
Activity	Potential 1% Pay Award (pressure) & 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
	-	(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.
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	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.
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	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 Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
	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 Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	-	-	(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 Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	(7)	(2)	(9)	-	(9)

Line	B5				
Activity	Discretionary Transport				
Description	The proposal is to discontinue discretionary denominational bus passes.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	(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.
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	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.
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	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.
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	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"> - commissions, through the third sector, the SCC Employability Programme targeting vulnerable adults and young people furthest from the labour market including those with disabilities & mental health conditions, as well as lone parents, ex-offenders and some BME communities. - operates Opportunity Sheffield brokering job and training opportunities with the city's employers placing jobseekers in work. - implements the Skills Strategy working with stakeholders, including Skills Funding Agency (SFA), to improve the skills levels of the city's workforce. - organises the Sheffield 100 Apprentices programme and manages the City Deal for Skills for the city-region. 					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	16	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.
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	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"> - designs and delivers support programmes targeted at under achieving young people from vulnerable communities, specifically BME - has strategic and operational responsibility for mentoring programmes for vulnerable young people - develops prevention and intervention strategies to support cohesion and develop resilient communities 				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	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"> - study support programme is a traded service that is offered to schools. - promoting and celebrating participation in the Children's University, with 8,000 learners currently holding passports, as a direct contribution to school based attainment through enrichment activities. 				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	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"> - the 14 -16 Vocational Skills Programme to enhance the school-based curriculum offer. - apprenticeships for young people and adults. - work based assessments and further education in vocational sectors. 				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
63	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)
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	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

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

Line		B2			
Activity		Mitigation of Pay Award			
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
-	-	(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.
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	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"> - performance management and analytical services, ensuring intelligent commissioning by all services. - providing direct support to schools and undertaking joint work with NHS. - management of partnership working arrangements e.g. 0 -19 Partnership and the Children's Trust Executive Board. - providing support for business plans. - coordinating external inspections. - monitoring and reporting on policy developments. 					
Grant Income Source	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				
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				
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.				
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.
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	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"> - the management of 14-19 learning, Integrated Youth Services, Employment and Skills, Adult, Community and Family Learning and Community Cohesion. - winning external grants and contract, developing strategic programmes, commissioning learning, skills and employment provision and delivering traded services. 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 - Undertaking project and performance monitoring, review and evaluation, liaison with funding bodies and compliance with corporate policies, funding body contractual requirements. 					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	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.
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	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"> - specialist support for young people at risk e.g. the Sexual Exploitation Service - street-based work operated in partnership with the police - a traded service in Careers Guidance for schools - a Positive Activities programme focused on communities where there are gaps in provision - Youth Involvement through the Youth Council, Young Advisors, Young Inspectors and local youth forums. 					
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 & 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"> - specialist support for young people at risk e.g. the Sexual Exploitation Service - street-based work operated in partnership with the police - a traded service in Careers Guidance for schools - Youth Involvement through the Youth Council, Young Advisors, young Inspectors and local youth forums. 					
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	E5				
Activity	Legislation				
Description	New Government Legislation means that Local Authorities will be responsible for youth custody costs in full from April 13 (currently only one third of certain categories) The proposed level of funding to Sheffield City Council, based on current Department of Justice consultation will not fully cover this increase in costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	600	600	-	600

Line	E6				
Activity	Demand				
Description	Enrichment and Resilience - Transition Pressure Supporting the development of enrichment activity, through a three year phased plan, to build individual resilience, develop volunteering through the partnership model, which will be targeted at deprived communities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	400	400	-	400

Section 3: Summary of Savings

Line	B1				
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
-	-	(56)	(56)	-	(56)

Line	B2				
Activity	Youth Justice Service				
Description	Efficiencies within the Youth Justice Team through co-location at Star House.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(40)	(40)	-	(40)

Line	B3				
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
-	-	(18)	(18)	-	(18)

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)

Portfolio: Children, Young People & Families

<u>Description</u>	<u>Business Strategy</u> <u>£'000</u>	<u>Children & Families</u> <u>£'000</u>	<u>Inclusion & Learning Services</u> <u>£'000</u>	<u>Lifelong Learning Skills and Communities</u> <u>£'000</u>	<u>Total</u> <u>£'000</u>
<u>Employees</u>					
Salaries/Wages	2,690	26,350	13,600	8,830	51,470
Superannuation	450	4,570	1,530	1,300	7,850
National Insurance	220	1,950	760	620	3,550
Other Employee Expenses	5,340	880	1,610	100	7,930
<u>Sub Total</u>	8,700	33,750	17,500	10,850	70,800
Premises	540	1,260	630	720	3,150
Transport	4,790	1,290	180	190	6,450
Supplies & Services	25,750	14,130	2,090	2,520	44,490
Third Party Payments	279,827	29,315	5,910	14,769	329,821
Transfer Payments		550	250		800
Central & Departmental Support	18,820	2,670	2,390	3,540	27,420
Other	200	8	9		217
<u>Gross Expenditure</u>	338,627	82,973	28,959	32,589	483,148
<u>Income</u>					
Grants	317,052	9,039	15,819	11,847	353,757
Other Reimbursements & Contributions					0
Sales	2,950	8		30	2,988
Fees & Charges	10,010	3,140	4,870	2,630	20,650
Other Income	1,160	60	269	110	1,599
Corporate Revenue Income					0
Recharges	14,900	2,890	1,900	3,190	22,880
<u>Income</u>	346,072	15,137	22,858	17,807	401,874
<u>Net Expenditure</u>	-7,445	67,836	6,101	14,782	81,274

Communities

	BIP ref	<u>Gross Expenditure £000</u>	<u>Gross Income £000</u>	<u>Net Expenditure £000</u>
<u>BUSINESS STRATEGY</u>				
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>
<u>CARE AND SUPPORT</u>				
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>
<u>COMMISSIONING</u>				
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>
<u>COMMUNITY SERVICES</u>				
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>
		212,435	51,552	160,883

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

Description of core purpose of Planning Entity	Responsible for business systems and information, including the CareFirst team for Communities Portfolio performance and service business planning and programme management and governance.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,334	(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					
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
1	(90)	-	(90)	-	(90)

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

Line	B2					
Activity	Training SLA with Brockwood					
Description	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.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	1	(33)	(74)	(107)	-	(107)

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
	-	(16)	-	(16)	-	(16)

Line	B4					
Activity	Training - Brockwood					
Description	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.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(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.
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	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	BUSINESS STRATEGY
Planning Entity	EXECUTIVE & PORTFOLIO-WIDE SER (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
	-	8	-	8	-	8

Section 3: Summary of Savings

Line	B1					
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
	-	(8)	-	(8)	-	(8)

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.
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	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 accomodation 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				
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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 Transformational change of In-House Day and Employment Services delivered by the Joint Learning Disability Service. This is a continuation of the New Ways for Good Days Project 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.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(100)	-	(100)	-	(100)

Line B6					
Activity Assistive technology - night care					
Description To continue reducing expenditure on night support by 50K by replacing 'waking' and 'sleeping in' staff support with assistive technology. It will also make further preventative saving by promoting assistive technology as part of new packages reducing the need for night support					
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.
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	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).
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	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.
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	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)

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
-	36	-	36	-	36

Section 3: Summary of Savings

Line	B1				
Activity	Reduce costs of bed & breakfast				
Description	Reduce Bed and Breakfast costs for homeless customers. By improving assessment and support arrangements and offering better access to alternative suitable emergency accommodation, supported housing and permanent housing. Develop better solutions suitable for SCC tenants who need to move in an emergency and for whom a "decant" property is not immediately available				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(60)	(60)	-	(60)

Line	B2				
Activity	Review equipment policy				
Description	Extend current policy on the provision of items with a value of under £50 to those items that require an element of installation, such as bath boards and seats and raised toilet seats.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(148)	(148)	-	(148)

Line	B3				
Activity	Reducing homeless acceptance				
Description	It is proposed to revise case work practice to reduce homeless acceptances and focus more on prevention. This will reduce the number of homeless assessments to process and the amount of support required/monitoring of bids for rehousing for customers with a homeless priority				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(35)	(35)	-	(35)

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.
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	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).
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	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.
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	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.
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	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	COMMUNITY SAFETY (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
-	7	-	7	-	7

Section 3: Summary of Savings

Line	B1				
Activity	Review Locality Management Team				
Description	Review Locality Management Team				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(64)	-	(64)	-	(64)

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
-	(7)	-	(7)	-	(7)

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LIBRARIES (Division)

Description of core purpose of Planning Entity	Provision to provide under the 1974 Public Libraries & Museums Act 'a comprehensive and efficient library service ' for all those who live,work or are educated in Sheffield. The key roles of the service include the promotion of reading and celebration of books and other media, the provision of welcoming libraries and library spaces, as 'hubs' for Sheffield's successful centres and for celebrating the city's diverse history, locality and culture,and the promotion of lifelong learning.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	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					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	15	(370)	-	(370)	-	(370)

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
	-	(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.
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	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

Description	Business Strategy			Care and Support Services				Commissioning				Community Service			
	Improvement and Development £'000	Quality and Safeguarding £'000	Executive and Portfolio wide £'000	Joint LD Service £'000	Assessment and Care Management £'000	Provider Services £'000	Housing Related Services £'000	Contributions to Care £'000	Housing £'000	Mental health £'000	Social Care £'000	Libraries £'000	Community Safety £'000	Locality Management £'000	Total £'000
Employees															
Salaries/Wages	1,021	1,318	704	7,544	7,462	12,323	2,906	1,471	1,985	2,036	1,358	3,883	535	295	44,841
Superannuation	188	244	131	1,396	1,381	2,280	538	272	367	377	251	718	99	55	8,297
National Insurance	77	99	52	566	560	925	218	110	149	153	102	291	40	22	3,364
Other Employee Expenses	0	94	36	47	126	20	14	0	27	38	12	13	0	22	449
Sub Total	1,286	1,755	923	9,553	9,529	15,543	3,676	1,853	2,528	2,604	1,723	4,905	674	394	56,951
Premises	0	42	129	143	196	226	850	0	403	62	2	1,006	0	21	3,080
Transport	3	15	14	1,355	202	848	52	18	14	74	8	83	4	1	2,691
Supplies & Services	45	723	1,613	2,748	278	1,540	488	121	401	498	238	1,265	68	100	10,126
Third Party Payments	0	6	66	26,759	62,207	788	1,872	0	19,631	9,268	18,158	3	553	276	139,587
Transfer Payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Central & Departmental Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	1,334	2,541	2,745	40,558	72,412	18,950	6,938	1,992	22,977	12,506	20,129	7,262	1,299	792	212,435
Income															
Grants	0	0	0	25	283	0	1,206	0	0	0	0	8	0	0	1,522
Other Reimbursements & Contributions	0	155	0	4,854	601	845	463	30,099	28	585	0	141	167	0	37,838
Sales	0	0	0	0	0	5	0	0	0	66	0	80	0	0	151
Fees & Charges	0	172	0	414	0	1,642	467	0	195	0	0	753	0	80	3,723
Other Income	0	0	0	131	0	704	278	0	1,324	433	50	3	0	0	2,923
Corporate Revenue Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recharges	174	177	1,780	233	0	0	1,348	0	1,305	0	15	263	0	0	5,295
Total	174	504	1,780	5,657	884	3,196	3,762	30,099	2,852	1,084	65	1,248	167	80	51,552
Net Expenditure															
Total	1,160	2,037	965	34,901	71,528	15,754	3,176	-28,107	20,125	11,422	20,064	6,014	1,132	712	160,883

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
		143,869	41,909	101,960

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

Description of core purpose of Planning Entity	To ensure the portfolio is strategically well placed in terms of business planning, performance management, resource and investment management, business improvement and change management, resilience and effective Governance. The city is well protected and safe through effective regulation, enforcement and Licensing and that the Council's statutory obligations in this regard are efficiently and effectively discharged.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	36,478	(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	E2				
Activity	Inflation				
Description	Provision for a 1% pay award.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	58	-	58	-	58

Line	E3				
Activity	Inflation				
Description	Provision for contractual inflationary increase in the Veolia Contract (2.5%).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	564	564	-	564

Line	E4				
Activity	Legislation				
Description	Statutory increase in Landfill Tax of £8 per tonne.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	60	60	-	60

Section 3: Summary of Savings

Line	B1				
Activity	General Commercial and Efficiency Plan				
Description	Year 1 or a 2 year plan to improve commercial efficiency of long term contracts and commitments.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(1,900)	(1,900)	-	(1,900)

Line	B2				
Activity	General Service Efficiencies				
Description	Changes to current environmental systems on closed landfill sites (leachate treatment). Increases to fees and charges. Organisational and commercial process and Value for Money review. Re-organisation of Strategy team.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(150)	(40)	(190)	(10)	(200)

Line	B3				
Activity	Business Support Restructure				
Description	Organisational changes to business support as a result of senior management review				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(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.
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	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)

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
-	18	-	18	-	18

Line E2					
Activity Inflation					
Description Provision for inflationary increase in energy costs (10%) and rates (2.8%).					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	8	8	-	8

Section 3: Summary of Savings

Line B1					
Activity Reduction in ERDF and investment projects					
Description Reductions in staff costs in investment and sector growth activity and maximised additional external income through the 'SYSEG' ERDF project including investment promotion activity and sector development project spend, reducing the amount of proactive material/events that are produced or hosted.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(41)	(100)	(141)	-	(141)

Line B2					
Activity Reduction of operating costs in Enterprise					
Description 2013/14 is the final year of the major enterprise support contracts. Reductions will therefore be made to the activity that sits outside the main contracts. This means reductions in operating/staffing costs for microloan fund which is a legacy project from previous years and is winding down; removing financial support for a public procurement project and removal of SCC support to Sheffield College for National Enterprise Academy as that activity is now mainstreamed by the College.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(43)	(79)	(122)	-	(122)

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.
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	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)

Line	E3				
Activity	Inflation				
Description	Provision for an inflationary increase in energy (10%) and rates (2.8%) - parks				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	83	83	-	83

Line	E4				
Activity	Inflation				
Description	Provision for an inflationary increase in energy (10%) and rates (2.8%) - City centre Mgmt, Events and Trusts				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	54	54	-	54

Line	E5				
Activity	Loss of Funding				
Description	loss of Community assembly funding - Parks NEAT team and Norton Nursery				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	138	138

Line	E6				
Activity	Loss of Funding				
Description	Activity Sheffield - loss of Community Assembly funding				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	176	10	186	-	186

Line	E7				
Activity	Demand				
Description	Don Valley Stadium - one off closure costs (excl Redundancy and demolition costs) £400k. Refurbishment and reopening costs of Woodbourn Road stadium £68k - both relate to Saving B15				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	468	468	-	468

Line	E8				
Activity	Demand				
Description	Stocksbridge Leisure Centre one-off closure costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	125	125	-	125

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

Section 3: Summary of Savings

Line	B1				
Activity	Museums Sheffield - reduction in grant				
Description	No venue closures or reduction in opening hours. Savings made via restructure, efficiencies, and new income				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	(200)	(200)	-	(200)

Line	B2				
Activity	reduction in grants - STT, SMEC and SITE				
Description	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.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	(120)	(120)	-	(120)

Line	B3				
Activity	Trusts overhead efficiencies				
Description	Independent report commissioned to examine options for shared efficiencies. This will result in a reduction of grant payable to SCT				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	(266)	(266)	-	(266)

Line	B4				
Activity	City Centre management efficiencies				
Description	Reduce management and maintenance posts. Increase commercial income.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
2	(54)	(26)	(80)	(120)	(200)

Line	B5				
Activity	Reduce Events programme				
Description	Reduce grant/spend across current events programme. Selective increase in income.Reduce staff numbers in Events team				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
2	(60)	(65)	(125)	(25)	(150)

Line	B6				
Activity	Close Stocksbridge Leisure Centre				
Description	Close Stocksbridge Leisure centre.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	(398)	(398)	-	(398)

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

Line	B7				
Activity	Reduce grant to Upperthorpe HLC				
Description	Reduction in grant to Upperthorpe 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				
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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.
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	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 & Strategy Highway Network Management Central Project Delivery/Air Quality, Traffic Data & Modelling Northern Project Delivery/Traffic Management, Scheme Design & Traffic Regulations Southern Project Delivery/Road Safety and School Crossing Patrol Wardens Transport Traffic & 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)

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
-	138	-	138	-	138

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
	-	165	165	-	165

Section 3: Summary of Savings

Line	B1				
Activity	Increase Planning and Building Standards Income				
Description	Full year effect of a 15% increase in planning fees as set nationally by Government in 2012/13, introducing charges for responding to demolition notices and re-aligning pre-application fee income budgets to match current levels received.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(84)	(84)

Line	B2				
Activity	Post deletion and staffing restructure				
Description	Re-organise business support Admin Team Leader posts and delete currently vacant Conservation Officer post.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(63)	-	(63)	-	(63)

Line	B3				
Activity	TTAPS Car Parking- increase fees & staff reduction				
Description	Raise Pay & Display tariffs in Permit Parking Zones Raise Permit prices in Permit Parking Zone and City Centre Charge on Sundays in City Centre Off Street Car Parks Charge on Sundays and evenings in On Street parking bays Closure of Rockingham Way car park Civil Enforcement Officer efficiencies and fewer Penalty Charge Notice (PCN) cancellations				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(25)	-	(25)	(781)	(806)

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.
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	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

Line B1					
Activity		Replacing of general fund with capital funding			
Description		Increase in fee income generation and recharge of officer times to capital projects within City Development service.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(130)	(130)

Line B2					
Activity		Reduction in senior management			
Description		Savings from reducing senior management following the merger of HERS and Development Services			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(300)	-	(300)	-	(300)

Line B3					
Activity		Replacing of general fund with capital funding			
Description		Increase in fee income generation and recharge of officer times to capital projects within the Regeneration Service.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(69)	(69)

Line B4					
Activity		Efficiencies and increase capital fee works			
Description		Service efficiencies and increased charges to capital projects within the Capital Delivery Service.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(82)	(82)	(50)	(132)

Line B5					
Activity		Replacement of general fund with Local Growth Find			
Description		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			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(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.
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	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 amd 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	Commisioning 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.
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	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)

Portfolio: Place

<u>Description</u>	<u>Business</u>	<u>Creative</u>	<u>Culture &</u>	<u>Development</u>	<u>Housing</u>	<u>Marketing</u>	<u>Sustainable</u>	<u>Total</u>
	<u>Strategy &</u> <u>Regulation</u> <u>£'000</u>	<u>Sheffield</u> <u>£'000</u>	<u>Environment</u> <u>£'000</u>	<u>Services</u> <u>£'000</u>	<u>& Regulation</u> <u>Service</u> <u>£'000</u>	<u>Sheffield</u> <u>£'000</u>	<u>Development</u> <u>£'000</u>	<u>£'000</u>
Employees								
Salaries/Wages	4,641	975	8,465	9,625	4,153	349	284	28,492
Superannuation	1,086	231	1,318	1,639	770	69	95	5,208
National Insurance	392	123	624	698	338	33	39	2,247
Other Employee Expenses	41	37	241	154	3	3	0	479
Sub Total	6,160	1,366	10,648	12,116	5,264	454	418	36,426
Premises	342	236	3,241	5,491	180	216	0	9,706
Transport	232	35	1,477	324	77	4	7	2,156
Supplies & Services	1,812	3,079	7,795	3,094	822	461	47	17,110
Third Party Payments	26,951	240	3,727	44,569	482	0	0	75,969
Transfer Payments	0	0	0	0	0	0	0	0
Central & Departmental Support	981	17	571	682	0	0	0	2,251
Other	0	0	93	151	7	0	0	251
Total	36,478	4,973	27,552	66,427	6,832	1,135	472	143,869
Income								
Grants	44	705	263	91	402	0	0	1,505
Other Reimbursements & Contributions		0	576	447	0	0	0	1,023
Sales	1,186	0	78	8	0	0	0	1,272
Fees & Charges	5,304	0	5,022	13,732	99	250	32	24,439
Other Income	772	0	761	1,242	90	0	0	2,865
Corporate Revenue Income		0			0		0	0
Recharges	706	277	3,071	363	6,208	180	180	10,805
Income	8,012	982	9,771	15,883	6,799	250	212	41,909
Total	28,466	3,991	17,781	50,544	33	885	260	101,960

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
		10,252	1,511	8,741

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.
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	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.
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	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.
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	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.
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	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	PERFORMANCE AND CORP PLANNING
Planning Entity	PERFORMANCE AND CORP PLANNING (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			
-	10	-	10	-	10

Section 3: Summary of Savings

Line	B1				
Activity	Creative Services				
Description	Cease production of Working For Sheffield magazine.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	(6)	(6)	-	(6)

Line	B2				
Activity	Performance				
Description	Increased self-service risk for performance and management information - has been implemented, saving relates to deletion of vacant post.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
1	(40)	-	(40)	-	(40)

Line	B3				
Activity	Communications				
Description	Increase charged day rate (for internal and external customers) for Communications staff to actual costs - potential for reduced demand for services and therefore some staff reductions would need to be considered.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
2	(48)	-	(48)	-	(48)

Line	B4				
Activity	Comms and Performance				
Description	Vacancy management savings				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
1	(23)	-	(23)	-	(23)

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.
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	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)

Portfolio: Deputy Chief Executive's

<u>Description</u>	<u>Business Development</u> £'000	<u>Health Improvement</u> £'000	<u>Modern Governance</u> £'000	<u>Performance & Corporate Planning</u> £'000	<u>Policy Partnership & Research</u> £'000	<u>Total Deputy Chief Executive's</u> £'000
<u>Employees</u>						
Salaries/Wages	861	0	712	1,301	460	3,409
Superannuation	168	75	141	256	99	678
National Insurance	87	14	61	114	43	312
Other Employee Expenses	70	7	72		2	144
<u>Sub Total</u>	1,186	96	986	1,671	604	4,543
Premises			38			38
Transport	3		75	2	1	81
Supplies & Services	70		2,090	134	2,542	4,836
Third Party Payments			225	529		754
Transfer Payments						0
Central & Departmental Support						0
Other						0
<u>Gross Expenditure</u>	1,259	96	3,414	2,336	3,147	10,252
<u>Income</u>						
Grants						0
Other Reimbursements & Contributions			30			30
Sales						0
Fees & Charges	14		10	183		207
Other Income				80		80
Corporate Revenue Income						0
Recharges		10	5	1,179		1,194
<u>Income</u>	14	10	45	1,442	0	1,511
<u>Net Expenditure</u>	1,245	86	3,369	894	3,147	8,741

Resources

	BIP ref	<u>Gross Expenditure</u> £000	<u>Gross Income</u> £000	<u>Net Expenditure</u> £000
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
Human Resources	RES 14	6,663	4,442	2,221
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
Sub-total		<u>79,910</u>	<u>48,692</u>	<u>31,218</u>
<u>Central Costs</u>				
Finance - Capita	RES 13	12,943	21	12,922
Human Resources - Capita	RES 17	3,233	113	3,120
ICT - Capita	RES 18	10,619	2,527	8,092
Central Costs	RES 31	10,588	8,457	2,131
Other - Housing & Council Tax Benefit	RES 33	230,223	229,721	502
Sub-total		<u>267,606</u>	<u>240,839</u>	<u>26,767</u>
		347,516	289,531	57,985

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

Description of core purpose of Planning Entity	Business Information Solutions (BIS) is responsible for the strategy, governance, assurance and policy relating to ICT activity across Sheffield City Council and associated partners, including governance of the outsourced ICT contract.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,251	(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

Line	B1					
Activity	Integration of BIS team and Transformation team.					
Description	<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>					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	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.
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	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

Line B1					
Activity Reduction Of One Management Post					
Description Reduction of 1 Grade 10 post due to the efficiencies delivered through implementing and the E Business system and streamlined processes during 2012/13.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(55)	-	(55)	-	(55)

Line B2					
Activity Consolidation Of Category Management					
Description 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).					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(53)	-	(53)	-	(53)

Line B3					
Activity Recovery of E Business implementation costs					
Description 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					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(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.
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	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.
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	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.
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	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	<p>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.</p> <p>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.</p>					
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
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	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.
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	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.
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	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.
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	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.
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	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.
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	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				
Grant Income Source					
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	B1					
Activity	Business Support					
Description	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.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	(93)	(55)	(148)	-	(148)

Line	B2					
Activity	MEC Programme Management / programme office					
Description	Recovering costs of the Modern Efficient Council Programme Management and Programme Office from the change projects in the programme.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(70)	(70)	-	(70)

Line	B3					
Activity	Charge to Insurance Fund					
Description	Charging support and management activity to the insurance fund.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	(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.
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	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.
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	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)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Demand				
Description	Communities Step Down programme should reduce demand on Transport Services Fleet. The approach has to be to work together to ensure the buses can be removed at the appropriate time to facilitate a saving. The programme affects both buses and associated costs, plus drivers and escorts.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	625	625

Line	E2				
Activity	Demand				
Description	CYPF have entered into a programme of reduction in use of expensive travel provision for SEN. This will involve removing children from minibuses at the appropriate time through a variety of means either:- Parental Reimbursement Independent Travel Training Delegating budgets to clusters of schools Transport Services will also need to work towards removing children from expensive taxi provision and onto minibuses where appropriate				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	437	437

Section 3: Summary of Savings

Line	B1				
Activity	Infrastructure				
Description	Reduced staffing in the workshop.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(88)	-	(88)	-	(88)

Line	B2				
Activity	Reduced Security Costs				
Description	Reduced security costs at Staniforth Road.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(50)	(50)	-	(50)

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.
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	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

Description	Business Information Solutions £'000	Commercial Services £'000	Commercial Services Savings £'000	Customer Services £'000	Finance £'000	Human Resources £'000	Legal Services £'000	Programmes & Projects £'000	Property & Facilities Management £'000	Transport Services £'000	Central Costs £'000	Total Resources £'000
Employees												
Salaries/Wages	1,087	1,178	0	2,668	5,729	4,674	2,676	1,446	2,967	3,646	0	26,071
Superannuation	237	233	0	361	1,027	467	525	276	557	580	0	4,263
National Insurance	117	108	0	121	425	121	238	145	250	170	0	1,712
Other Employee Expenses	5	10	0	5	55	284	0	9	49	96	7,636	8,149
Sub Total	1,446	1,529	0	3,172	7,236	5,546	3,439	1,876	3,823	4,492	7,636	40,195
Premises	0	7	0	16	1	162	0	0	26,119	106	0	26,411
Transport	1	15	0	38	22	38	13	2	52	3,202	0	3,346
Supplies & Services	-196	220	-181	2,880	555	884	181	-61	3,612	1,481	791	10,166
Third Party Payments	0	0	0	0	0	0	0	0	0	601	221	822
Transfer Payments	0	0	0	0	0	0	0	0	0	0	229,800	229,800
Central & Departmental Support	0	0	0	0	0	0	84	0	7,476	25	29,157	36,742
Other	0	0	0	0	10	33	0	2	22	0	0	67
Total	1,251	1,771	-181	6,069	7,824	6,663	3,717	1,819	41,104	9,907	267,605	347,549
Income												
Grants	0	0	0	0	0	322	0	0	0	0	235,031	235,353
Other Reimbursements & Contributions	0	0	820	5	200	0	0	0	106	0	0	1,131
Sales	0	0	0	0	0	0	0	0	0	0	120	120
Fees & Charges	87	0	0	0	741	3,330	1,551	115	14,151	1,303	2,027	23,305
Other Income	0	698	0	0	28	0	0	0	5,017	23	1,389	7,155
Corporate Revenue Income	0	0	0	0	0	0	0	552	0	0	0	552
Recharges	528	627	0	639	616	790	1,279	0	6,568	8,630	2,271	21,948
Total	615	1,325	820	644	1,585	4,442	2,830	667	25,842	9,956	240,838	289,564
Net Expenditure	636	446	-1,001	5,425	6,239	2,221	887	1,152	15,262	-49	26,767	57,985

Original Budget 2012/13	<u>Summary Revenue Budget</u>	Original Budget 2013/14
£000		£000
	Portfolio Budgets:	
67,224	Children Young People and Families	81,274
156,574	Communities	160,883
102,855	Place	101,960
10,620	Deputy Chief Executive	8,741
58,036	Resources	57,985
395,309	Total Portfolio budgets	410,843
	Corporate Budgets:	
	Specific Grants	
-4,931	Council Tax Freeze Grant	-1,642
-7,280	NHS Funding	-9,683
-741	Learning Disability and	0
-26,525	PFI Grant	-40,724
-3,375	New Homes Bonus (LGF)	-4,479
	Corporate Items	
13,000	Redundancy Provision	9,000
1,000	Pension Costs	1,000
3,829	Digital Region	1,229
500	Carbon Reduction Commitment	1,000
-500	Review of Management Costs	-500
-950	Improved debt collection	-450
0	Public Health Savings	-3,400
0	Keep Sheffield Working Fund	400
0	Contingency - Adults Social Care Pressures	3,000
0	Payment to Parish Councils	82
0	Living Wage	160
3,375	New Homes Bonus (LGF)	6,642
0	Fairness Commission	1,000
-108	Other	1,742
36,977	ITA Levy	34,694
36,686	Capital Financing costs	38,237
24,667	MSF capital financing costs	35,275
-7,415	Contribution from Reserves	-6,000
463,518	Total Expenditure	477,426
	Financing of Net Expenditure	
-5,053	Revenue Support Grant	-190,105
-260,679	NNDR/Business Rates Income	-95,265
0	Business Rates Top Up Grant	-27,800
-197,267	Council Tax income	-164,256
-519	Collection fund surplus	0
-463,518	Total Financing	-477,426

<u>Description</u>	<u>CHILDREN YOUNG PEOPLE AND FAMILIES</u>	<u>COMMUNITIES</u>	<u>PLACE</u>	<u>DEPUTY CHIEF EXECUTIVE</u>	<u>RESOURCES</u>	<u>Total</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
<u>Employees</u>						
Salaries/Wages	51,470	44,841	28,492	3,409	26,071	154,283
Superannuation	7,850	8,297	5,208	678	4,263	26,296
National Insurance	3,550	3,364	2,247	312	1,712	11,185
Other Employee Expenses	7,930	449	479	144	8,149	17,151
Sub Total	70,800	56,951	36,426	4,543	40,195	208,915
Premises	3,150	3,080	9,706	38	26,411	42,385
Transport	6,450	2,691	2,156	81	3,346	14,724
Supplies & Services	44,490	10,126	17,110	4,836	10,166	86,728
Third Party Payments	329,821	139,587	75,969	754	822	546,953
Transfer Payments	800	0	0	0	229,800	230,600
Central & Departmental Support	27,420	0	2,251	0	36,742	66,413
Other	217	0	251	0	67	535
Gross Expenditure	483,148	212,435	143,869	10,252	347,549	1,197,253
<u>Income</u>						
Grants	353,757	1,522	1,505	0	235,353	592,137
Other Reimbursements & Contributions	0	37,938	1,023	30	1,131	40,122
Sales	2,988	151	1,272	0	120	4,531
Fees & Charges	20,650	3,723	24,439	207	23,305	72,324
Other Income	1,599	2,923	2,865	80	7,155	14,622
Corporate Revenue Income	0	0	0	0	552	552
Recharges	22,880	5,295	10,805	1,194	21,948	62,122
Income	401,874	51,552	41,909	1,511	289,564	786,410
Net Expenditure	81,274	160,883	101,960	8,741	57,985	410,843

Reserves Strategy

INTRODUCTION

1. This appendix reports on the latest position in relation to the level of the Council's reserves. Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to present to the authority, in determining council tax levels, a report assessing the adequacy of unallocated reserves in the context of corporate and financial risks facing the Authority. The Authority needs to balance the necessity for reserves against the immediate impact on council taxpayers and arrive at a level it considers adequate and prudent, but not excessive.
2. This Reserves Strategy therefore needs to be considered and agreed by the authority in setting its 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

Reserves Strategy

– 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.

Reserves Strategy

Summary Estimate of Non-Earmarked & Earmarked Reserves at 31 March 2013 & 31 March 2014

	31 March 2013 £000	Movement £000	31 March 2014 £000
Non-earmarked Reserves			
General Fund Reserve	10,722	-	10,722
Earmarked Reserves			
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)
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
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
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.

Reserves Strategy

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.

Reserves Strategy

	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%
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

Reserves Strategy

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

Reserves Strategy

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 5 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 Strategy

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

Reserves Strategy

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

Reserves Strategy

- 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.

Reserves Strategy

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.

Reserves Strategy

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?

Reserves Strategy

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).

CITY OF SHEFFIELD
CALCULATION OF RECOMMENDED COUNCIL TAX FOR 2013/14 REVENUE BUDGET

The Council is recommended to resolve as follows:

1. It be noted that on 15th January 2013, the Council calculated the Council Tax Base 2013/14
 - (a) for the whole council area as:
128,050.05 (item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")); and
 - (b) for dwellings in those parts of its area to which a Parish precept relates as in the attached Appendix 6c.
2. Calculate that the Council Tax requirement for the Council's own purposes for 2013/14 (excluding Parish precepts) is:
£ 164,255,587 .
3. That the following amounts be calculated for the year 2013/14 in accordance with Sections 31 to 36 of the Act:
 - (a) **£ 1,468,420,140** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
 - (b) **£ 1,303,687,000** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
 - (c) **£ 164,733,140** being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (item R in the formula in Section 31B of the Act).
 - (d) **£ 1,286.4746** being the amount at 3(c) above (Item R), all divided by item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish Precepts).
 - (e) **£ 477,553** being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act (as per the attached Appendix 6b).
 - (f) **£ 1,282.7452** being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates.
4. To note that the Police Authority and the Fire Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table below.

5. That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables below as the amounts of Council Tax for 2013/14 for each part of its area and for each of the categories of dwellings.

Sheffield City Council (non-parish areas)

	Valuation Band							
	A	B	C	D	E	F	G	H
Sheffield City Council	855.16	997.69	1,140.22	1,282.75	1,567.80	1,852.85	2,137.91	2,565.49
South Yorkshire Fire & Rescue Authority	42.52	49.61	56.69	63.78	77.95	92.13	106.30	127.56
South Yorkshire Police Authority	95.03	110.87	126.71	142.55	174.23	205.91	237.58	285.10
Aggregate of Council tax requirements	992.71	1,158.17	1,323.62	1,489.08	1,819.98	2,150.89	2,481.79	2,978.15

Bradfield Parish Council

	Valuation Band							
	A	B	C	D	E	F	G	H
Sheffield City Council	855.16	997.69	1,140.22	1,282.75	1,567.80	1,852.85	2,137.91	2,565.49
Bradfield Parish Council	24.80	28.94	33.07	37.21	45.47	53.74	62.01	74.41
South Yorkshire Fire & Rescue Authority	42.52	49.61	56.69	63.78	77.95	92.13	106.30	127.56
South Yorkshire Police Authority	95.03	110.87	126.71	142.55	174.23	205.91	237.58	285.10
Aggregate of Council tax requirements	1,017.51	1,187.11	1,356.69	1,526.29	1,865.45	2,204.63	2,543.80	3,052.56

Ecclesfield Parish Council

	Valuation Band							
	A	B	C	D	E	F	G	H
Sheffield City Council	855.16	997.69	1,140.22	1,282.75	1,567.80	1,852.85	2,137.91	2,565.49
Ecclesfield Parish Council	9.48	11.06	12.64	14.22	17.38	20.54	23.70	28.44
South Yorkshire Fire & Rescue Authority	42.52	49.61	56.69	63.78	77.95	92.13	106.30	127.56
South Yorkshire Police Authority	95.03	110.87	126.71	142.55	174.23	205.91	237.58	285.10
Aggregate of Council tax requirements	1,002.19	1,169.23	1,336.26	1,503.30	1,837.36	2,171.43	2,505.49	3,006.59

Stocksbridge Town Council

	Valuation Band							
	A	B	C	D	E	F	G	H
Sheffield City Council	855.16	997.69	1,140.22	1,282.75	1,567.80	1,852.85	2,137.91	2,565.49
Stocksbridge Town Council	17.74	20.70	23.66	26.61	32.53	38.44	44.35	53.23
South Yorkshire Fire & Rescue Authority	42.52	49.61	56.69	63.78	77.95	92.13	106.30	127.56
South Yorkshire Police Authority	95.03	110.87	126.71	142.55	174.23	205.91	237.58	285.10
Aggregate of Council tax requirements	1,010.45	1,178.87	1,347.28	1,515.69	1,852.51	2,189.33	2,526.14	3,031.38

6. The Council's basic amount of Council Tax is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Finance Act 1992, therefore no referendum is required.

Appendix 6b

Council Tax Schedule 2013/14	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Sheffield City Council	855.16	997.69	1,140.22	1,282.75	1,567.80	1,852.85	2,137.91	2,565.49
South Yorkshire Fire & Rescue Authority	42.52	49.61	56.69	63.78	77.95	92.13	106.30	127.56
South Yorkshire Police Authority	95.03	110.87	126.71	142.55	174.23	205.91	237.58	285.10
Total charge for non-parish areas of Sheffield	992.71	1,158.17	1,323.62	1,489.08	1,819.98	2,150.89	2,481.79	2,978.15
Bradfield Parish Council	1,017.51	1,187.11	1,356.69	1,526.29	1,865.45	2,204.63	2,543.80	3,052.56
Ecclesfield Parish Council	1,002.19	1,169.23	1,336.26	1,503.30	1,837.36	2,171.43	2,505.49	3,006.59
Stocksbridge Town Council	1,010.45	1,178.87	1,347.28	1,515.69	1,852.51	2,189.33	2,526.14	3,031.38

Parish Council Precepts

Parish Council	2012-13			2013-14			Council Tax Increase
	Tax Base	Precepts (£)	Council Tax Band D (£)	Tax Base	Precepts (£)	Council Tax Band D (£)	
Bradfield	6,031.65	224,112	37.1560	6,023.58	224,112	37.2058	0.13%
Ecclesfield	10,292.25	142,545	13.8497	10,217.10	145,310	14.2222	2.69%
Stocksbridge	4,114.47	102,982	25.0292	4,063.11	108,131	26.6129	6.33%
Total/average	20,438.37	469,639	22.9783	20,303.79	477,553	23.5204	2.36%

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
Total	167,255	158,695	100,151	88,655

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
HRA	50,953	75,125	58,757	60,631
Total	167,255	158,695	100,151	88,655
Financed by:				
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
Net financing need for the year	11,795	37,853	33,594	29,623

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
Capital Financing Requirement					
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
Total CFR	1,043,874	1,089,024	1,140,344	1,189,443	1,233,151
Movement in CFR	-513,187	45,150	51,319	49,099	43,707

Movement in CFR represented by					
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
Movement in CFR	-513,187	45,150	51,319	49,099	43,707

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.

Year End Resources £k	2011/12 Actual	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate
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
Total core funds	157,396	130,213	114,863	127,103	138,287
Working capital*	98,000	75,808	0	0	0
Under/over borrowing**	-209,721	-67,021	-68,897	-57,330	-41,977
Expected investments	45,675	139,000**	45,966	69,773	96,310

*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
Council tax - band D	£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
Weekly housing rent levels	£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
External Debt					
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
Actual gross debt at 31 March	834,153	1,022,002	1,071,071	1,131,752	1,190,812
The Capital Financing Requirement	1,043,874	1,089,024	1,140,344	1,189,443	1,233,150
Under / (over) borrowing	209,721	67,021	69,273	57,691	42,339

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
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	940,000	990,000	1,100
Limits on variable interest rates based on net debt	320,000	350,000	380,000
Maturity structure of fixed interest rate borrowing 2013/14			
	Lower	Upper	
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%	
Maturity structure of variable interest rate borrowing 2013/14			
	Lower	Upper	
<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: -

Maximum principal sums invested > 364 days			
£m	2013/14	2014/15	2015/16
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

Pay Policy Statement

March 2013

1.0 Background

- 1.1 Sheffield City Council is required under Sections 38 – 43 of the Localism Act 2011 to publish its pay policy; Sheffield City Council has routinely, on an annual basis, published data on all posts which have remuneration above £50,000.
- 1.2 Much of the information contained in this report has been placed in the public domain by Sheffield City Council over a number of years; this report pulls this information together in one Council report.
- 1.3 Sheffield City Council undertakes quarterly monitoring of posts which have a remuneration of over £50,000, and over the past two years there has been active management of the number of these posts resulting in to date a continuing reduction of 7 of these posts since April 2012. This is a total reduction of 23 posts since January 2009.
- 1.4 The Council has undertaken a review of its top structure, the aim of this was to modernise the management structure at the top level of the Council, ensure that the management arrangements are fit for purpose in a modern local authority and that the Council met benchmarks in relation to number, cost and type of senior posts. The structure is still in the process of being implemented, it will result in a further reduction in Chief Officer Posts by an additional 5 posts, with the review completed by April 2013.
- 1.5 This policy statement does not cover or include school staff and is not required to do so.
- 1.5 This policy statement is required to be considered and approved by full Council at the Council meeting on 1 March 2013

2.0 Definition of Officers Covered by this Policy Statement

- 2.1 This policy statement covers the following posts, full details of these posts is attached at **Annex A**.
- a) **Head of the Paid Service**, which in Sheffield City Council is the post of:
- i) Chief Executive
- b) **Statutory Chief Officers**, which in Sheffield City Council are the posts of:
- i) Executive Director Communities (Director of Adult Services under LASSA 1970)
 - ii) Executive Director CYPF (Director of Children's Services under Children's Act)
 - iii) Director of Legal and Governance (Monitoring Officer)

iv) Executive Director of Resources (Chief Finance Officer under Sec 151 of LGA1972)

c) **Non-statutory Chief Officers** (those who report to the Head of Paid Service or Statutory Officer)

d) **Chief Officers** (those who report to Non Statutory Chief Officers)

3.0 Pay Policy Statement

Sheffield City Council's aim on matters of remuneration is to have in place an approach that enables the authority to:

- Recruit and retain people with the skills and expertise to deliver high quality services to the citizens of Sheffield City Council
- Manage employee remuneration in a manner that is fair, transparent and reasonable
- Take account of national and regional pay policy and market trends in the context of local government
- Have a framework for managing the range of pay across the Council's workforce, this is known as pay ratios
- Have simple uniform packages across all employment groups and to manage pay matters within national guidelines and agreements.

4.0 Policy on Remunerating Chief Officers

4.1 Sheffield City Council's policy is to pay Chief Officers' basic annual salary; Chief Officers' salaries do not attract enhancements or bonus of any kind. There are no additional enhancements to redundancy payments, pension contributions or pension payments outside of the Council's normal arrangements for all Sheffield City Council employees. Travel and other expenses are paid through the normal authority procedures.

4.2 It is the policy of this authority to establish a remuneration package for each Chief Officer post that is sufficient to attract and retain staff of the appropriate skills, knowledge, experience, abilities and qualities that is consistent with the authority's requirements of the post in question at the relevant time. The Chief Officer Grading Structure is attached as **Annex B**.

4.3 Recruitment to posts at Chief Officer Level is undertaken by the Senior Officers Employment Committee which is a sub committee of the Council; membership is agreed by Council on an annual basis. All recommendations for appointment at this level are signed off by Cabinet.

4.4 Remuneration and recruitment – all posts will be advertised and appointed to at the appropriate approved salary for the post in question, unless there is good evidence that a successful appointment of a person with the required skills, knowledge, experience, abilities and qualities cannot be made without varying the remuneration package. In such circumstances a variation to the remuneration package may be

appropriate under the authority's policy and any variation will be approved through the appropriate authority decision making process.

- 4.5 Pay Increases - the authority will apply any pay increases that are agreed by relevant national negotiating bodies and/or any pay increases that are agreed through local negotiations. The authority will also apply any pay increases that are as a result of authority decisions to significantly increase the duties and responsibilities of the post in question beyond the normal flexing of duties and responsibilities that are expected in senior posts.
- 4.6 Additions To Pay - the authority will not make additional payments beyond those specified in the contract of employment unless varied by the appropriate authority decision making process.
- 4.7 Local Election Fees- the Council sets and makes payment to the Returning Officer for the management and administration of local elections. The Returning Officer will make payments to those officers who undertake specific duties in relation to the elections (including Chief Officers) dependant on their role.

It should be noted that any fees payable for duties in connection with Parliamentary and European elections, election for Police Commissioners or referenda are recouped from Central Government subject to a prescribed aggregate maximum amount, and are not funded by the Council.

- 4.8 Performance Related Pay - the authority does not operate a performance related pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
- 4.9 Earn-Back (Withholding an element of base pay related to performance) - the authority does not operate an earn-back pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
- 4.10 Severance Payments - The authority's normal policies regarding redundancy and retirement apply to Chief Officer Posts. In 2012/13 2 Chief Officers were released from the authority on Voluntary Early Retirement, none on Voluntary Severance.

5.0 Policy on Remunerating the Lowest Paid in the Workforce

- 5.1 The authority applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are incorporated into contracts of employment. The lowest pay point in this authority is Scale 1, point 4; this relates to an annual salary of £11,961 and can be expressed as an hourly rate of pay of £6.21.
- 5.2 A decision was taken at Cabinet on 16 January 2013 to uplift the pay of employees earning less than the nationally recognised Living Wage (£7.20 per hour from 01.01.2013), which is calculated according to the basic cost of living in the UK. From April 2013 this will increase to £7.45 per hour. The payment will be made as a supplement which will be reviewed on an annual basis.

Pay rates are increased in accordance with any pay settlements which are reached through the National Joint Council for Local Government Services.

6.0 Policy on the Remuneration ratios

6.1 Currently in this authority the ratio between the highest salary and the average median salary is 9:1. This is a slight improvement on the ratio reported in last years pay policy and demonstrates the authorities commitment to a fair approach to pay. Sheffield City Council is keen to maintain this ratio going forward and continues to commits to a maximum ratio of 10:1 based on April 2012 values, amended for inflation.

6.2 The authority is conscious of the need to ensure that salaries are kept under review and consistent with the needs of the authority as expressed in this policy statement. The authority's approach to the payment of staff is to pay that which the authority needs to pay to recruit and retain staff with the skills, knowledge, experience, abilities and qualities needed for the post in question at the relevant time, and to ensure that the authority meets any contractual requirements for staff including the application of any local or national collective agreements, or authority decisions regarding pay.

7.0 Approval of Salary Packages in Excess of £100k

7.1 The authority will ensure that, at the latest before an offer of appointment is made, any salary package for any post (not including schools) that is in excess of £100k will be considered by full Council. The salary package will be defined as base salary, any, fees, routinely payable allowances and benefits in kind that are due under the contract.

8.0 Flexibility to Address Recruitment Issues for Vacant Posts

8.1 In the vast majority of circumstances the provisions of this policy will enable the authority to ensure that it can recruit effectively to any vacant post. There may be exceptional circumstances when there are recruitment difficulties for a particular post and where there is evidence that an element or elements of the remuneration package are not sufficient to secure an effective appointment. This policy statement recognises that this situation may arise in exceptional circumstances and therefore a departure from this policy can be implemented without having to seek full Council approval for a change of the policy statement. Such a departure from this policy will be expressly justified in each case and will be approved through an appropriate authority decision making route.

9.0 Amendments to the Policy

9.1 As the policy covers the period April 2013 – end March 2014, amendments may need to be made to the policy throughout the relevant period. As the Localism Act 2011 requires that any amendments are approved by the Council by resolution, proposed amendments will be reported to the Cabinet Member for Finance and Resources for recommendation to the Council.

10.0 Policy for Future Years

- 10.1 This policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

Julie Toner
Director of Human Resources

None of the Post holders list below receives an honorarium payment for increased duties and responsibilities. Nor do any receive a payment related to joint authority duties **Annex A**

Status	Post	Base Salary (£)	Other Payments
Head of Paid Service	Chief Executive	184588	The Returning Officers fee is based upon that payable at a national election and is variable dependent upon the type of election taking place- The postholder has committed to waive his election fees for 2013-15.
Statutory Chief Officers which in Sheffield City council are the posts of	Executive Director CYP (Director of Children's Services under Children's Act)	116902	
	Executive Director Communities (Director of Adult Services under LASSA 1970)	129217	
	Director of Legal and Governance (Monitoring Officer)	78577	Election duty fees are accordance with normal authority procedures
	Executive Director Resources (Chief Finance Officer under Sec 151 of GA1972)	129217	
Non Statutory Chief Officers (those who report to the Head of the Paid Service or a Statutory Officer) Which in Sheffield City Council are the posts of	Executive Director Place	123066	
	Director of Public Health	To be confirmed on transfer	
	Director of Policy and Performance	78757	
	Director of Sheffield First	80590	

	Partnership		
	Director of Education (CYPF)	99154-Under review	
	Director of Children and Families (CYPF)	99154	
	Director of Business Strategy and Commissioning- CYPF)	78757	
	Director of Lifelong Learning and Skills (CYPF)	76922	
	Director of Business Information and Transformation (Resources)	99154	
	Director of Human Resources (Resources)	80590	
	Director of Commercial Services (Resources)	99154- 60%	
	Director of Finance (Resources)	81645	
	Director of Customer Services (Resources)	68484	
	Head of Transport and Facilities Management (Resources)	54250	
	Director of Commissioning (Communities)	78757	
	Director of Care and Support (Communities)	81645	
	Director of Community Services (Communities)	78757	
	Director of Business Strategy and Safeguarding (Communities)	80590	
	Director of Housing Services (Communities)	78757	
	Chief Officers (those who report to Non Statutory Chief Officers) which in this authority are the posts of		
	Director of Health Improvement	73249	
	Director of Development Services and Regeneration (Place)	81645	
	Director of Creative Sheffield (Place)	73249	
	Director of Culture and Environment (Place)	80590	
	Director of Marketing Sheffield (Place)	76922	

	Director of Business Strategy and Regulation (Place)	80590	
	Director of Capital and Projects (Place)	89831	

In addition a role of Children's Commissioner will be maintained on a time limited basis to deal with current strategic changes

Chief Officer Grading Structure

<u>Grade</u>	<u>Spinal Point</u>	<u>Salary</u>
DG 7	1	54250
	2	55577
	3	56903
	4	58225
DG 6	1	63822
	2	65375
	3	66928
	4	68484
DG 5	1	73249
	2	75086
	3	76922
DG4	1	78757
	2	80590
	3	81645
DG3	1	83689
	2	85737
	3	87784
	4	89831
DG2	1	92074
	2	94376
	3	96735
	4	99154
DG 1	1	105495
	2	107976
	3	110744
	4	113406
	5	116127
EXECUTIVE DIRECTOR	1	116902
	2	123066
	3	129217
	4	135368
	5	141516

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](#)¹' sets out the Council's strategic direction and priorities. The Plan was developed and formally agreed by the Council's Cabinet in 2011. The Council's budget proposals have continued to be demonstrably shaped by this.

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.

¹ <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.

^{2[1]} <https://www.sheffieldfirst.com/key-documents/state-of-sheffield.html>

Impact Analysis
Areas and detail of impact
Overall
<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">• Targeting of resources to those most in need and at risk• Helping people to be independent and to make their own choices• Intervening early and do more preventative work• Improving access and focus on early learning• Working with agencies to make better use of shared resources• Restructuring services and teams to increase efficiency• Better value for money in the services we purchase• Increasing charges as a way to maintain service levels• Reductions in funding to the VCF sector

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

Areas and detail of impact
2,500 and 3,000 older people will benefit from attending these clubs in 2013-14
Young People
<p>In Children Young People and Families Portflio (CYPF) 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 Communities Portfolio 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

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- 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

<p>Areas and detail of impact</p>
<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>
<p>Religion/ Belief</p>
<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 Children, Young People and Families Portfolio 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>
<p>Sex - including men, women & pregnancy and maternity</p>
<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 Deputy Chief Executives through Grant Aid and in Communities Portfolio 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 Children Young People and Families Portfolio 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>Areas and detail of impact</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>Sexual Orientation</p>
<p>Few service impact assessments have detailed negative impacts in this area except in the Children Young People and Families Portfolio 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>Trans</p>
<p>Few service impact assessments have detailed negative impacts in this area except in the Children Young People and Families Portfolio 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>Financial Exclusion, Poverty, Social Justice and Homelessness</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>

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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

Areas and detail of impact

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.

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.

Voluntary, Community and Faith Sector

When considering the impact on the VCS the importance of this 'social value' is recognised by the 'Best Value' guidance³, which was published by the Government in September 2011. This states that authorities have a duty⁴ to consider the impact of budget reductions on VCF or other organisations that have a 'social value':

The Public Services (Social Value) Act⁵ 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

³ <https://www.gov.uk/government/publications/best-value-statutory-guidance--4>

⁴ 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>

⁵ <http://www.legislation.gov.uk/ukpga/2012/3>

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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 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

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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, which is chaired by the Chief Executive	Portfolios directors report as part of performance reporting 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	Monitoring Report at 6 months on the impact on the VCF sector to EMT and Strategic Equality and Inclusion Board Review and reshape the arrangements for engagement and influence within the Council for the VCF. Review the Councils commissioning policies and procedures particularly to make sure the cumulative impacts are monitored	Director of Policy and Performance Director of Policy and Performance Director of Commercial Services
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	Executive Director of Communities. Reviewed through the Welfare Reform Implementation Group and Tackling Poverty and

Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
	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.	Increasing Social Justice group.

Approved (Lead Officer): Laraine Manley: January 31st 2013

Approved (EIA Lead Officer): Adele Robinson: January 31st 2013

FULL EQUALITY IMPACT LIST BUDGET 2013/14

ID Number	Proposal Name	Portfolio	Service	Lead Manager
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

ID Number	Proposal Name	Portfolio	Service	Lead Manager
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

ID Number	Proposal Name	Portfolio	Service	Lead Manager
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

ID Number	Proposal Name	Portfolio	Service	Lead Manager
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

ID Number	Proposal Name	Portfolio	Service	Lead Manager
/	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

2013/14 Capital Programme

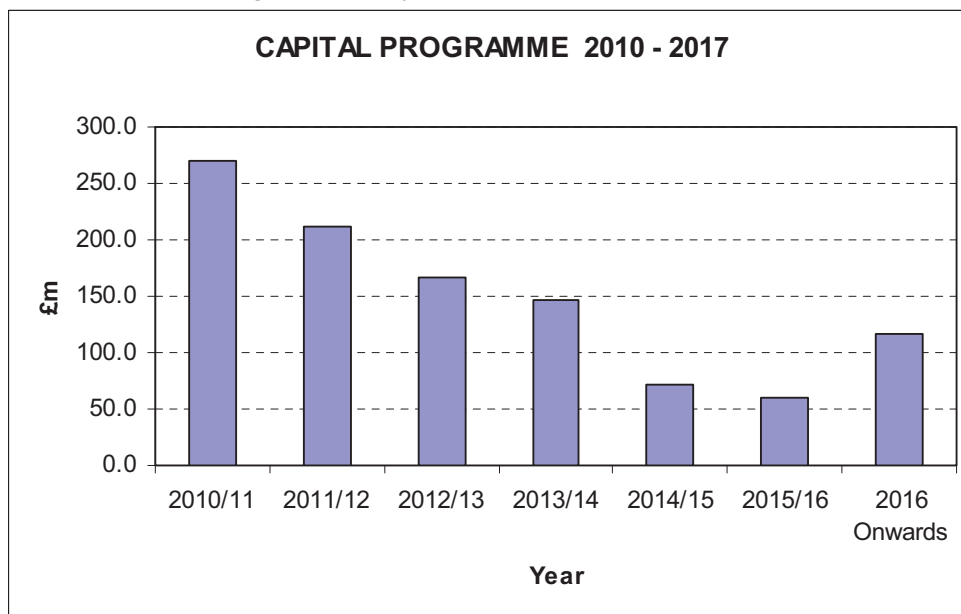
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2013/14 Capital Programme

CAPITAL PROGRAMME EXECUTIVE SUMMARY

1. Capital spending pays for buildings, roads and council housing and for major repairs to them. It does not pay for the day-to-day running costs of council services.
2. 2011/12 saw great changes in the funding of the Capital Programme. The national spending reductions forced the Council to utilise more of its internally generated resources from asset sales or revenue budget savings as funding from central government reduced. This trend has continued throughout 2012/13.
3. The impact of the changes coincided with the Building Schools for the Future and the Decent Homes programmes approaching physical completion. Typically these accounted for 90% of the programme. The graph below illustrates the change in activity from 2010/11 to 2017.



4. This will have a major impact on the scale of next five year capital programme period. However many new schemes are still to be prepared and not yet input to the programme creating a much steeper fall from 2013/14 onwards.

Capital Investment Plans

5. So, looking forward, the current Approved Capital Programme is projected at £564m.

6. 2012/13 will see the introduction of a Highways Private Finance Initiative (PFI). The PFI will result in less spend in the capital programme as the authority will lose the LTP Maintenance Grant of approximately £6m per year, but the PFI funding of £1.2bn should deliver substantial improvements to the Highways network over a 30 year period.
7. The Housing Revenue Account HRA Self Financing project delivers to local authorities greater autonomy in the management of their housing stock and writes off substantial amounts of accumulated debt. This will allow the authority to plan contributions to the capital programme from the Housing Revenue Account with greater certainty over a longer term period, and the Authority has developed a 30 year business plan which will inject on average £60m per year to the Housing Programme.
8. School building works will be financed mainly by Department for Education, formula calculated central grants supplemented by occasional specific grants to deal with building condition or population growth.
9. The proposed programme illustrated by the graph above does not include a number of major projects worth over £106m which are currently the subject of funding bids or approvals as detailed below.
10. **City Centre Development (£32m)**: funded by a TIF scheme (Tax Incremental Financing), this project is intended to address infrastructure works to prime the private sector led development of the city centre.
11. **Bus Rapid Transit (BRT) Scheme North (£32m+)**: funded by a combination of Department for Transport and European Regional Development Fund (ERDF) this scheme will build a priority traffic scheme for buses between Sheffield and Rotherham which will increase job opportunities for people in the Don Valley and support the regeneration of the Lower Don Valley in Sheffield.
12. **Don Valley Flood Defence Scheme (£7m)**: the objective is to provide enhanced flood defences between the city centre and Meadowhall which would protect homes and businesses against a 100 year flood event. To be financed by a combination of Environment Agency and ERDF grants. This project also supports the regeneration of the Lower Don Valley.
13. **Central Library (£35m estimate)**: the objective will be to provide a refurbished and improved central library and gallery facility to meet modern requirements, while maintaining the heritage value of the existing building. The project is subject to feasibility work that will be funded from existing property revenue budgets during 2013-14. Approvals will be sought once the required feasibility and design concept work has been completed.

Pressures on the Capital Programme

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

Schools

School Places

15. The Council has a significant duty to provide sufficient and suitable school places. The rising birth rate means that the primary population (which eventually becomes the secondary group from 2015/16) has risen significantly and two new schools are required from September 2014. This need will continue for the foreseeable future as the responsibility remains with the Council and does not transfer to academies.
16. The proposals in this report are based on the current education funding arrangements and do not include any attempt to forecast the impact of additional schools converting to academy status. This development is expected to reduce the level of funding from today but the demands on the Authority's capital funds will reduce too as the commensurate responsibility for the upkeep of the school infrastructure transfers to the academy sector. However the demands relating to the condition of the primary estate are still significant. For the whole school estate, the backlog maintenance bill has been estimated at £125m.

Building Schools for the Future Affordability Gap

17. There is an affordability gap of just over £9m over the life of the Building Schools for the Future programme (BSF). The gap has decreased from £18.4m reported last year following the realisation of some of the planned costs reductions identified as part of the strategy to close the gap. Revenue & Customs (HMRC) have challenged some of the VAT recovery in the programme and if upheld this would increase the gap by a further £2.3m bringing it to £11.3m
18. The shortfall will be funded through the use of Prudential Borrowing and/or prioritisation of capital receipts. The crystallisation of the shortfall is expected in the latter half of 2013-14 and will be approximately £2.5m in that year.

Homes

19. The Housing Programme has suffered twin pressures caused by reductions in nationally funded programmes and reducing capital receipts as a result of the economic climate and changes to the Right to Buy legislation. There are however pre-existing commitments to complete the Decent Homes programme which include the redevelopment of some estates. Failure to

complete these projects could trigger clauses which would expose the Council to payments which would create a revenue budget risk.

20. There are other priority schemes such as the redevelopment of part of the Arbourthorne area and officers are preparing a funding solution so that the scheme can be brought through the monthly capital approval process.

Roads

21. The forecast position on the Inner Relief Road (IRR) scheme has deteriorated because the outstanding land sales are realising less value than forecast as a consequence of the slump in the property market which was at its height when the IRR was built. Thus the funding available has reduced.

Maintaining the Existing Fabric of the Property Estate

22. The Council has traditionally allocated several million pounds each year to fund building renovations and machinery replacement. Cabinet has approved a £4.4m programme to maintain the rolling programme. This report proposes a further £0.3m per annum to extend the scope of the works and deliver savings to the Revenue Budget by engaging in capital spend to address the fundamental problems rather than “patch and mend”. However, the size and age of the estate produces a significant demand on the Council’s funds.
23. In order to mitigate this pressure, the Property and Facilities Management (P&FM) service is currently reviewing the estate to identify under utilised or high cost buildings where the facility can be provided from existing or new premises. This project, the Community Investment Plan, will run in conjunction with the Wider Accommodation Strategy which will reduce the Council’s office space needs.
24. The business cases for Community Investment Plan and Asset Enhancement programmes are being developed for each building but the preliminary indications are that this will require funding in the early years to assess, develop and market sites before the enhanced value in the sites can be realised. This process could take up to three or four years.
25. There is also a substantial programme of remedial works in schools. A small proportion of this can be met by specific grants from the Department for Education (DfE) but the majority of works will require either significantly more grant from the DfE and/or alternative financing.

Developing the Local Economy and Infrastructure

26. Despite the downturn in the property market, the Council will be presented with opportunities to acquire strategic land sites which will help the city recover once the economic upturn gathers pace or provide sites for housing

development. Investing in the city's people is also a key priority and in 2012-13 the Council has done so by acquiring land to build a University Technology College. Vacant space around the site of the current Castle Market has been acquired in readiness for future redevelopment.

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

The Consequences for funding the Capital Programme

28. The impact of the national expenditure reductions, the uncertainties of the weakened property market and the need to manage the risks and contain the pressures within the programme combine such that the authority becomes increasingly reliant on capital receipts. Looking beyond this source, there are opportunities within the capital programme and new funding streams which have been combined to create funding pools such as the Local Growth Fund. Other initiatives such as the Tax Increment Financing Scheme (TIF) are now in operation and the Community Infrastructure Levy (CIL) should come into force in April 2014.

The Capital Resource Pool (CRP)

29. Historically the Capital Resource Pool (CRP) has been used to improve the authority's building estate and deal with backlog maintenance demands and deal with unplanned failures of structures or other property losses caused by natural disasters such as the floods in 2007. The authority needs to retain a prudent level of reserve to cover such risks.
30. CRP is also a key resource for funding those projects which are not supported by specific central government grants for homes, schools or roads. It can also be used to demolish empty properties to redevelop land for sale. This can bring benefits to the Revenue Budget as well as replenishing the CRP.
31. The success of the Asset Enhancement programme is key to replenishing this reservoir of funding.
32. Appendix 4 discusses the position on the CRP in some detail but the key point to note is that the report recommends that no schemes funded from this source be approved beyond 2013-14 because of the uncertainty around future capital receipts.
33. All capital receipts except those in Parks are added to the CRP. In order to have an efficient capital funding strategy it is proposed to incorporate Parks receipts into the CRP except where the receipt is subject to charitable covenants in which case it will remain in the Parks Investment Fund.

Slippage within the Capital programme

34. For the last five years there has always been an underspend against the approved capital programme. Subject to Cabinet approval, funds are rolled forward into the next year in order to complete projects. Slippage reflects delays in physical progress of a project and in most cases the work is delivered in the next financial year. However, the new reporting system has provided greater transparency and identified instances where money appears to be repeatedly carried forward from earlier years. This allows members to test if the funding is really needed and could be reallocated to other priorities.
35. A mid year review of the 2012-13 programmes has identified potential surplus funding of up to £750k.

Local Growth Fund

36. This fund which has been created out of two government incentive payments for building new homes and reducing the number of long term empty properties. It is available for projects which improve the local housing or neighbourhood environment. Approval of such projects is given by local elected members following recommendations from Council officers.
37. The value of the fund to the Council is estimated at £30m over five years. To date £3.9m has been approved. The fund is being used to provide infrastructure or clear derelict buildings to kick start developments at sites which have been unattractive to developers. Often this improves the neighbourhood through removing opportunities for anti-social behaviour as well providing new homes.

Tax Increment Financing (TIF)

38. This initiative was announced in September 2010. The principle is to allow the authority to borrow funds to undertake capital improvements in an area. The money would be repaid from increased tax revenues (i.e. business rates) in the area as land values rise as a consequence from the capital investment. This scheme has been used successfully in the United States over the last fifty years, often for major transport, infrastructure or regeneration projects.
39. A £32m scheme to develop infrastructure required for the New Development District (Sevenstones) has been approved by H.M. Treasury. The borrowing will be repaid out of the anticipated additional rates revenue generated by the redevelopment of the city centre.

Community Infrastructure Levy

40. This will largely replace the current Section 106 (Town & Country Planning Act 1990) arrangements which fund many of the local neighbourhood facility improvements especially in Parks & Countryside as well as City Development Division.

41. The Council has developed its rating tariff and intends to introduce the scheme from April 2014.

THE CAPITAL PROGRAMME 2013 – 17

42. The capital programme over the 5 years to 2016-17 shows a broadly balanced position with proposed expenditure totalling £564m as per Appendix 1.
43. Wherever possible, attempts are made to match the timing of the receipt of resources and the incurrance of expenditure to protect the Council's cash flow position. Where the levels of expenditure are significant, then individual management arrangements are put in place to mitigate the impact as far as possible. These are overseen by the Director of Finance, in conjunction with the respective Head of Service.
44. The funding of the programme comes from a diverse range of resources, such as Government grants, other grants and contributions, capital receipts, prudential borrowing and revenue contributions to capital. The majority falls within either Government / other grants or contributions from the revenue account to the capital programme, which together represent £466.4m (84 %) of the overall programme value.
45. The 2012-13 programme was set on the 4 March 2011 and at the time totalled £162m. This has been revised as additional resources have been secured, and to reflect the impact of newly approved schemes, together with the net effect of the 2010/11 Outturn slippage, resulting in a revised summary position of £167.3m as per appendix 1, which remains balanced over the 5 years to 2016/17.

Slippage

46. To date the value of slippage requested totals £44m. A breakdown of this by portfolio is listed in the table below. Of the overall £44m, Capital Programme Group (CPG) has already endorsed £9.7m.

Portfolio	Slippage (£m)	Accelerated Spend (£m)	Net Slippage (£m)
Housing	19.3	0.5	18.8
CYPF	9.6	0.0	9.6
Other Place	0.2	0.0	0.2
Resources	14.5	0.0	14.5
Communities	0.9	0.0	0.9
Highways	0.0	0.0	0.0
TOTAL	44.4	0.5	43.9

KEY ELEMENTS of the CAPITAL PROGRAMME

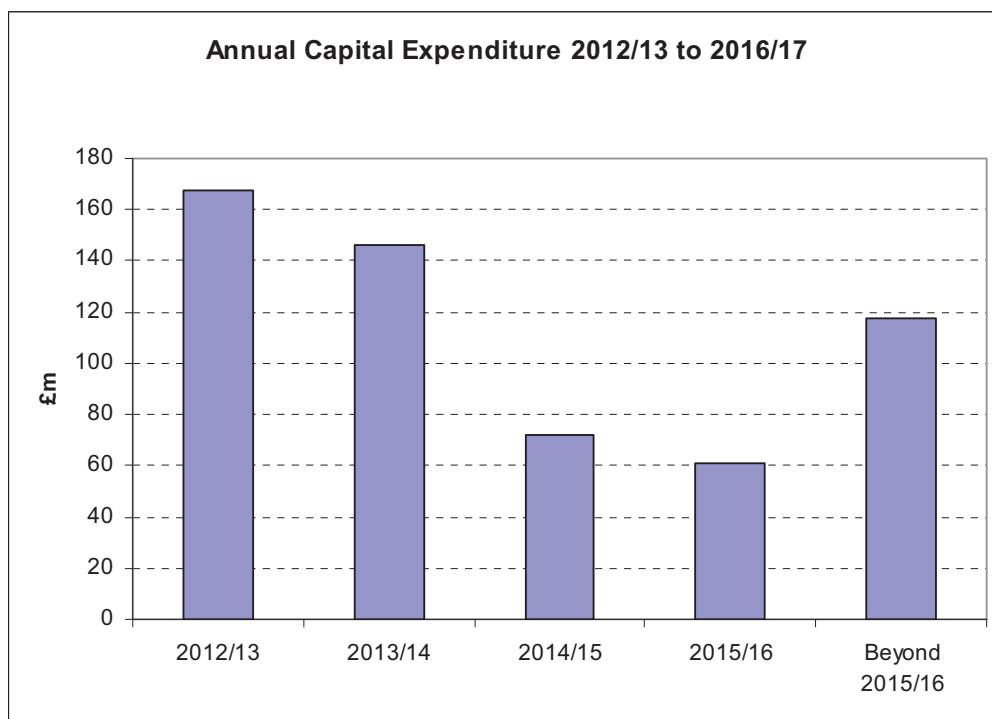
The overall Capital programme position for the 5 years from 2012/13 to 2016/17, amounts to £564m. Although the programme is made up of numerous capital projects the majority of its value falls within Building Schools for the Future (BSF), and Housing, which collectively represent around £468.2m (83%)

47. The spend per year is as below:

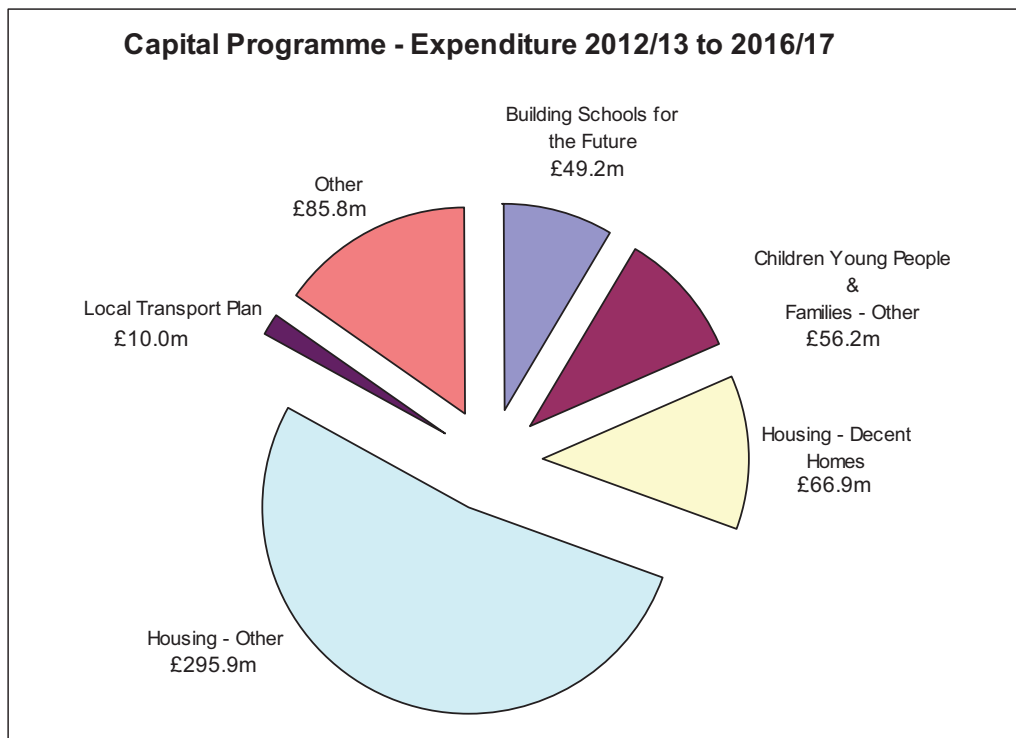
2013/14 Approved Programme Annual Profile

	£m
2012/13	167.3
2013/14	146.4
2014/15	72.3
2015/16	60.7
Beyond 2015/16	117.3
	564.0

48. When represented graphically the impact of the end of the Decent Homes and BSF programmes becomes apparent:



49. As the BSF programme comes to an end, the Housing programme becomes the single largest element (64%) of the Capital Programme.



**CAPITAL PROGRAMME
2012/13 to 2016/17**

	£m	%
Building Schools for the Future	49.2	9%
Children Young People & Families - Other	56.2	10%
Housing - Decent Homes	66.9	12%
Housing - Other	295.9	52%
Local Transport Plan	10.0	2%
Other	85.8	15%
Overall Total	<u>564.0</u>	100%

Comments on the main elements are shown below. Further detail can be found in Appendices 4 to 9.

Building Schools for the Future

50. There are four secondary schools remaining in the programme for completion at a cost of £10.8m in 13/14. This is at the end of a £407m building programme which has totally transformed the educational environment for our children and young people and has created some potent symbols of regeneration for Sheffield's communities.

School Places and Capital Maintenance Programme for Schools

51. The creation of up to 1,000 school places during 13/14 is a priority for the council. Two new schools in the Burngreave/ Fir Vale and Southey Green/Longley areas will produce 840 new places in 2 areas with increasing pupil numbers. The Council will design and procure the new schools, which will be academies under government rules. An external sponsor will then maintain them.
52. Capital investment in maintaining the primary estate (including primary schools) utilises the £6m grant from the DfE together with the devolved formula grant from the schools themselves (£1.3m annually). Good prioritisation utilising our asset management plans means that we can target resources at the most needy schools throughout the city. This includes the ability to combine programmes at schools where it produces better value for money. The critical programmes to follow are, heating and electrical, fire risk assessment measures, structural, roofs, windows and mobile replacements. Stradbroke Primary is a good example where we have combined programmes, with window replacement being combined with heating and electrical refurbishment.

Housing Programme

The programme is aligned to the three main themes in the Council's Housing Strategy.

53. **Increasing the Supply of New Homes in the City (£19.7m)** through supporting the Sheffield Housing Company and other registered homes providers to build new properties. Local Growth Fund money will be used to clear undeveloped sites to prime construction work. For the first time in many years the Council will build its own houses.
54. **Making the best use of the City's existing housing stock (£255.7m)** by continuing to renovate and refurbish the Council's housing stock. The Decent Homes Programme will complete in 2013-14 (£27m) having invested over £700m into improving homes. Going forward, £198.8m of funding has been identified within the Housing Revenue Account to maintain the standards reached today. On top of this over £42m will be invested in heating and insulation schemes improving the energy efficiency of homes reducing fuel costs and meeting the Council's environmental objectives.
55. **Helping Younger, Older and Vulnerable people live independently (£21.4m)** through the provision of grants to help adapt private sector houses to their needs as well as adapting the Council's own stock.

Other Projects and Programmes

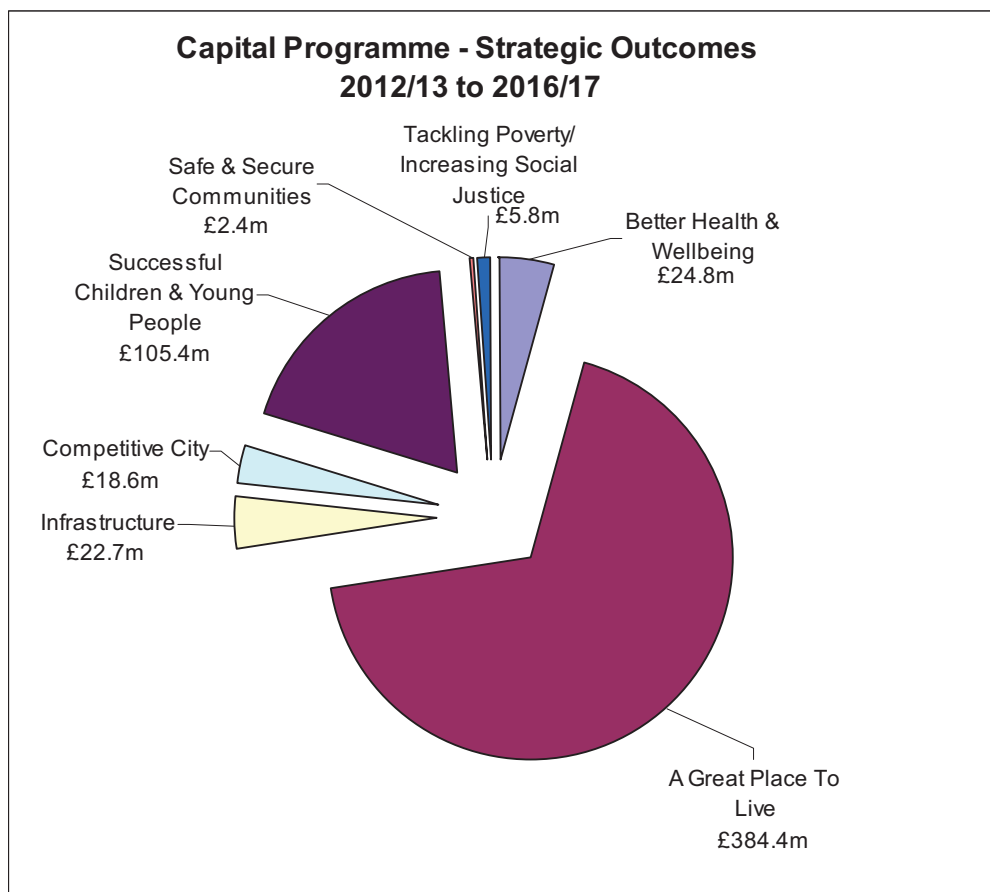
56. £16.9m of **City Regeneration projects** including the purchase of properties for the New Development District, public realm improvements on the Moor

and Arundel Street plus the completion of **the new Sheffield Indoor Market** (£18.0m) which will help to regenerate the Moor shopping area.

57. £10.8m investment in **Office Accommodation** to implement modern IT systems and working practices which will reduce the overall floor space requirement and generate Revenue Budget savings. A further £4.4m is to be spent to make the long term estate fit for purpose and compliant with the latest Health & Safety and accessibility legislation.
58. **Asset Enhancement Programme.** £3.2m will be invested in surplus council land to prepare it for development increasing its attractiveness so that it can be sold to generate a future stream of capital receipts to fund the Capital Programme. This programme will also assist other Council priorities such as developing new homes.
59. £4.7m investment in **Westfield Sports Village** and £3m investment in **Parks projects.**
60. £4.0m programme in the **Communities** portfolio implementing a new customer service strategy and investing in accommodation for community services and resource centres such as Wincobank.
61. £3m will be invested in building workshops to assist new small businesses to develop and provide employment and a further £7m is planned for investment in **Highways** outside the PFI programme.

Strategic Outcomes

62. This year the Council has adopted an alternative Revenue Budget compilation strategy considering the total investment across all service delivery portfolios in a particular area of performance (called a strategic outcome) which is linked to the medium-term plan priorities.
63. The graph below shows the allocation of investment by Strategic Outcome. Individual projects are listed under each strategic outcome at Appendix 11.



64. **Successful Young People** primarily reflects the investment in schools to give children the opportunity of a good start in life. The BSF and Primary School Programmes are the main components of this outcome.
65. **Great Place to Live** includes not just the Housing Programme but also investment in parks, libraries, fit for purpose transport systems and road safety measures. These works are predominantly undertaken by the Place Portfolio and explained in greater detail in Appendices 6 and 7.
66. **Competitive City** – Schemes contributing to this outcome include the City centre regeneration schemes (New Indoor Market, public realm improvements, New Development District) plus some energy efficiency schemes such as the Insulation of Homes which contributes to the Council’s environmental objectives.
67. **Health and Well Being** outcome will see investment in information systems and ICT to improve customer service and reduce operating costs, plus Housing programme schemes that help people to live independent lives in their own homes.
68. **Infrastructure** comprises mainly schemes associated with the life extension of, improving or rationalising the Council’s building estate e.g. the Wider

Accommodation Strategy, Asset Enhancement and Community Investment programmes.

69. **Tackling Poverty and Increasing Social Justice** – a £5.8m scheme to improve the local district heating system including the installation of meters in individual dwellings to give people the opportunity to control their energy usage and cost.
70. **Safe and Secure Communities** investment will provide local facilities like resource centres to develop more sustainable and cohesive communities.

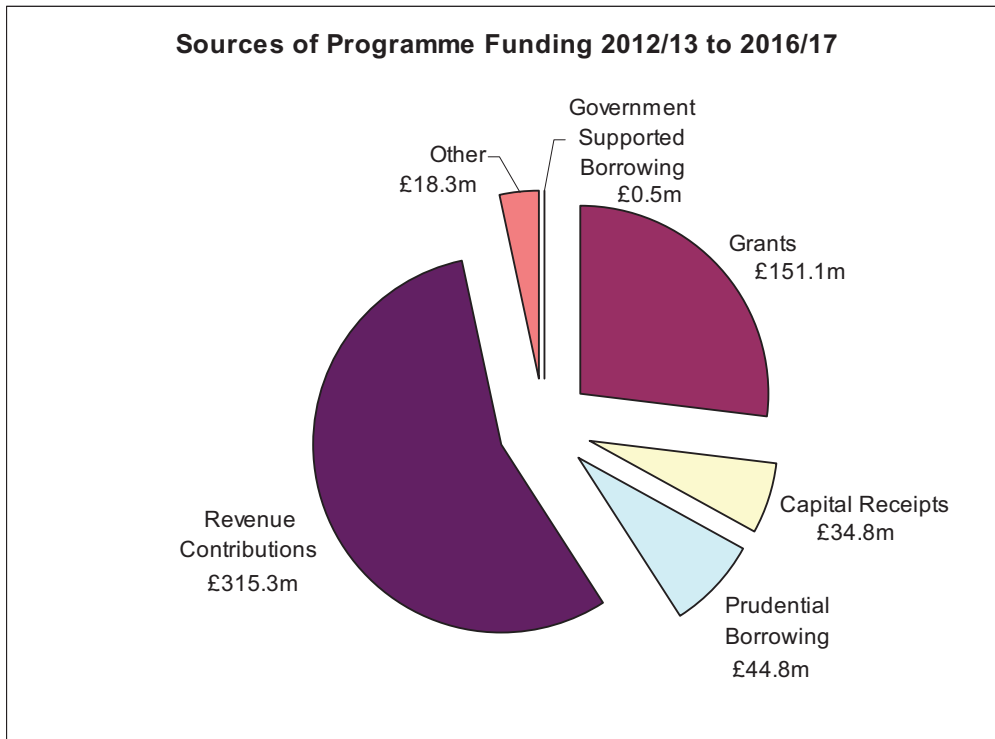
The Programme in 2013-14

71. The Year on Year change in CYPF shows a reducing level of BSF investment as that programme comes to an end. The schools programme is now focussed on the creation of new school places and primary school refurbishment using the Government's Basic Need and Capital Maintenance grants.
72. Housing programme increases by £25m to £75m partly as a result of £15m of slippage from the 2012-13 programme. The 2013-14 programme will focus on completing the Decent Homes programme and replacing roofs (£1.6m) and heating systems (£7.7m). The adaptations programmes to help people live independently will continue at a level of £4.5m. Investment in New Homes is planned at up to £6.6m.
73. Place – a fall of £18.8m from 2012/13 reflecting the change in the funding of LTP maintenance which is now included in the investment in the Highways Private Finance Initiative contract, completion of other schemes such as the first stage (£2.5m) of the BRT North scheme (pending authorisation of the full £32m scheme) and the Start Up Workshops.
74. The Resources will rise by £9m on 2012-13 of which £7.3m is from the delivery of the Accommodation Strategy vision. The new Indoor Market will also be completed. The Asset Enhancement programme will continue at a similar level to 2012-13 but the refurbishment of the long term estate will rise as schemes get underway.
75. The Communities portfolio programme (£1.5m) is forecast to be £1m below 2012-13 as the significant investment in the ICT Infrastructure scheme is completed. Investment in community buildings will continue at a similar level to 2012-13.

SOURCES OF PROGRAMME FUNDING

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

77. The majority of the programme is funded via revenue contributions to capital mainly from the Housing Revenue Account, which amount to £315.3m (56%). Grants fund 27% of the programme, prudential borrowing funds 8% and Capital receipts represent a further 6% and it is this element of funding that is the most uncertain. Any projects in the Capital Programme funded by this stream can only be undertaken if the receipts is realised.



Sources of Programme Funding 2012/13 to 2016/17		
Scheme	Funding £m	Percentage %
Government Supported Borrowing	0.5	0%
Grants	151.1	27%
Capital Receipts	34.8	6%
Prudential Borrowing	44.8	8%
Revenue Contributions	315.3	56%
Other	18.3	3%
Total	564.8	100%

78. Grants funding is mainly used for the schools capital programme.

79. Prudential borrowing is used where no external funding is available and to fund schemes which will generate a Revenue Budget saving which then repays the principal and interest.

Capital Receipts Funding

80. The receipts from the sale of surplus assets are used to fund a Corporate Resource Pool (CRP) which allows Members at their discretion to undertake projects for which there is no external funding. It is also used by the authority as a strategic reserve to cover to emergencies such as the total loss of a key piece of infrastructure e.g. as occurred in the 2007 Floods. As external funding sources are reduced because of austerity cut backs, the CRP assumes an even greater significance in funding the Capital Programme.
81. Appendix 4 gives a detailed review of the potential receipts and demands on the CRP over the next five years in order to form a view on the level of commitment which can be prudently made.
82. Whilst the Asset Enhancement and Community Investment programmes should deliver a steady stream of surplus properties, the uncertainty in the market suggests that the receipts may not be realised within five years.
83. Given the need to maintain a prudent level of reserve to mitigate infrastructure failures, grant claw back, or project overspends, the conclusion is that there is insufficient confidence to be able to recommend to Members that any CRP funded projects are approved beyond 2013-14.

Prudential Borrowing

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

86. Included within the 2012/13 5-year Capital Programme are the following projects funded in whole or part from prudential borrowing:

Projects	Total Project Value £'000
HRA Capital Projects	5,900
New Sheffield Indoor Market	16,727
Office Accommodation Strategy	10,833
New Retail Quarter Land Purchase	5,576
Asset Rationalisation	2,504
Fosters Carers Housing Enhancement	1,200
UTC Site – Porter Brook	1,060
Vehicle Purchase in Lieu of Leasing	711
Library Book Issuing system	155
Town Hall CCTV	105
Mercury Abatement Equipment	47
Total	44,819

87. Any amendments to these limits will be approved by Full Council and undertaken in line with the Prudential Code. There are other projects outside of the capital programme and these are described in the revenue Budget report e.g. a general £5m provision to borrow for as yet unidentified Invest to Save projects. There may also be a need to borrow up to £5m to close the BSF gap as discussed above at paragraphs 15.
88. Prudential Borrowing does not receive any government support and therefore if the Council enters into any prudential borrowing then it will incur additional Capital financing costs. Prudential Borrowing will only be entered into where it can be demonstrated that funding is available within the overall Council budget to meet the ongoing borrowing costs.

RECOMMENDATIONS

89. It is recommended that Members approve those specific projects included in the 2012-13 to 2016-17 programme at Appendix 10. Block allocations are included within the programme for noting at this stage and detailed proposals will be brought back for separate Member approval as part of the monthly monitoring procedures.
90. Note the proposed Capital Programme for the 5 years to 2016/17 as per Appendix 10.

91. Approve the proposal at paragraph 18 to address the current funding gap on BSF and note that progress will be monitored and reported to Members as part of the normal budget monitoring process.
92. Approve the allocations from the Corporate Resource Pool and the policy outlined in Appendix 4 such that the commitment from the CRP is limited to one year and no CRP supported schemes are approved beyond 2013 -14. (If substantial capital receipts are realised within 2012-13 or 2013-14 a further report will be brought to Members as part of the monthly approval process).
93. Approve the proposal at paragraph 33 to incorporate all capital receipts arising from non charitable covenanted Parks into the CRP.

Finance
January 2012

SHEFFIED CITY COUNCIL												Appendix
CAPITAL PROGRAMME												1
PORTFOLIO / SERVICE	2012/13		2013/14		2014/15		2015/16		Future		Total	
	£k	%	£k	%	£k	%	£k	%	£k	%	£k	%
Children Young People & Families (CYPF)												
consisting of:												
Building Schools for the Future	38,272	23	10,808	7	73	0	0	0	0	0	49,152	9
Other	29,232	17	22,476	15	4,530	6	0	0	0	0	56,239	10
	67,504	40	33,284	23	4,603	6	0	0	0	0	105,391	19
Communities	2,494	1	1,460	1	0	0	0	0	0	0	3,954	1
Place												
consisting of:												
Highways - Local Transport Plan (LTP)	9,857	6	176	0	0	0	0	0	0	0	10,033	2
Highways - Other	8,979	5	1,227	1	370	1	0	0	0	0	10,576	2
Other Development Services	307	0	3,075	2	1,600	2	0	0	0	0	4,982	1
Business, Strategy & Regulation	119	0	0	0	0	0	0	0	0	0	119	0
Sustainable Development	128	0	54	0	52	0	0	0	0	0	235	0
Culture & Environment	2,121	1	921	1	101	0	1	0	1	0	3,145	1
Creative Sheffield	3,033	2	0	0	0	0	0	0	0	0	3,033	1
City Development	6,328	4	6,595	5	48	0	0	0	0	0	12,971	2
Housing - Decent Homes	27,208	16	33,751	23	2,599	4	3,300	5	0	0	66,858	12
Housing - Other	23,745	14	41,374	28	56,158	78	57,331	94	117,251	100	295,859	52
	81,825	49	87,173	60	60,928	84	60,633	100	117,252	100	407,811	72
Resources	15,432	9	24,514	17	6,784	9	77	1	0	0	46,807	8
Corporate	0	0	0	0	0	0	0	0	0	0	0	0
Overall Total	167,254	100	146,431	100	72,315	100	60,710	100	117,252	0	563,963	100

CAPITAL PROGRAMME FUNDING

SOURCE OF FUNDING	2012/13		2013/14		2014/15		2015/16		Future		Total	
	£m	%	£m	%	£m	%	£m	%	£m	%	£m	%
Government Supported Borrowing	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.5	0
Prudential Borrowing	11.7	7	25.6	17	5.8	8	1.7	3	0.0	0	44.8	8
Grants	96.1	57	42.7	29	6.6	9	1.9	3	3.8	3	151.1	27
Contributions	8.8	5	6.1	4	2.8	4	0.2	0	0.4	0	18.3	3
Capital Receipts	15.0	9	8.4	6	7.1	10	1.1	2	3.1	3	34.8	6
Revenue Contributions	35.1	21	64.0	44	50.1	69	55.9	92	110.1	94	315.3	56
Overall Total	167.3	100	146.9	100	72.4	100	60.8	100	117.4	100	564.8	100

CAPITAL PROGRAMME MONITORING 2012/13 – As at 30th November 2012

Summary

1. At the end of November 2012, capital expenditure so far to date is £28.4m (26%) below budget. The outturn forecast is £39.7m (21%) below the Approved Capital Programme.
2. The variation in the year to date position arises mainly from either operational delays (£2.4m); project slippage (£3.7m) and incorrect budget profiling of (£6.5m). During the month of November, expenditure was £11.7m 35% above the programme budget. This is mainly due to spending ahead of profile within the Housing (£4.9m) and CYPF (£1.1m) programmes.
3. The forecast for the year shows all portfolios slipping against the approved programme. The forecast, at £151.2m, is £12.7m lower than the Month 7 position (£164.7m) with the biggest movements being in CYPF (down £11.4m), Resources (down £2.4m) and Place (up £2.2m). Further detail can be found in the specific sections below.

Financials 2012/13

All figures reported in £000

Portfolio	Spend to date	Budget to Date	Variance	Full Year forecast	Full Year Budget	Full Year Variance
	£000	£000	£000	£000	£000	£000
CYPF	34,121	43,080	(8,959)	60,503	72,566	(12,063)
Place	11,586	19,360	(7,774)	25,301	30,573	(5,272)
Housing	29,220	32,328	(3,107)	49,585	60,857	(11,271)
Communities	616	1,796	(1,180)	2,082	3,096	(1,014)
Resources	3,983	11,397	(7,414)	14,521	24,643	(10,122)
Grand Total	79,527	107,962	(28,435)	151,993	191,735	(39,742)

Commentary

4. The main changes in the forecast are:

Children, Young People and Families Programme

5. CYPF capital expenditure is £8.9m (21%) below the profiled budget for the year to date and forecast to be £12.1m (17%) below the programme by the year end for the reasons set out in the table below.

Cause of change on Budget	Year to date £000	Full Year forecast £000
Slippage to be carried forward	0	-6,568
Slippage on Devolved Budgets	0	-3,000
Accelerated spend	0	0
Operational delays in projects due to planning, design or changes in specification	-1,582	-10
Revised profile for Building Schools for the Future programme	-1,599	0
Incorrect budget profiles	-4,440	0
Delayed forecasts by project managers	0	-237
Projects submitted for Approval	0	57
Under spending on project estimates	-363	-1,295
Other variances	-976	-1,011
	<u>-8,959</u>	<u>-12,063</u>
Spend rate per day	203.1	244.0
Required rate to achieve Outturn	432.5	
Rate of change to achieve forecast	112.9%	

The CYPF forecast shows a projected reduction in spend against the approved programme of £12.1m. The cause of the shortfall against the Budget is due to slippage with £3m on the Devolved Formula Capital; £5m on BSF; £0.7m on the Foster Carers Housing Extension project; £0.5m on Grace Owen Nursery and £0.3m within the Primary Prioritisation Programme. A further £1.3m of potential underspend against approved amounts has been identified on various Primary school programmes.

Place Programme

6. The Place portfolio programme (excluding Housing) is £7.7m (40%) below the profiled budget for the year to date and forecast to be £5.2m (17%) below the programme by the year end for the reasons set out in the table below. The main reason for this month's variance is due to incomplete forecasting by project managers. With regard to the £7.7m year to date variance this is spread across all projects and programmes with no single project creating the majority of the variance.

Cause of change on Budget	Year to date £000	Full Year forecast £000
Slippage b/fwd from 2011/12		
Slippage to be carried forward	-2,042	-275
Operational delays in projects due to planning, design or changes in specification	-1,070	-445
Incorrect budget profiles	-2,482	0
Delayed forecasts	0	-5,278
Projects submitted for Approval	106	222
Overstatement of budgets		
Overspending on project estimates	-218	403
Other variances	-2,069	101
	<u>-7,774</u>	<u>-5,272</u>
Spend rate per day	69.0	102.0
Required rate to achieve Outturn	224.8	
Rate of change to achieve forecast	226.0%	

Housing Programme (Place Portfolio)

7. The Housing capital programme is £3.1m (10%) below the profiled budget for the year to date and forecast to be £11.2m (19%) below the programme by the year end for the reasons set out in the table below:

Cause of change on Budget	Year to date £000	Full Year forecast £000
Slippage to be carried forward	-2,484	-9,081
Operational delays in projects due to planning, design or changes in	-861	-48

specification

Incorrect budget profiles	0	0
Delayed forecasts	0	0
Projects submitted for Approval	-2,877	-30
Home Improvement grants held on behalf of other local authorities	137	-972
Items under investigation		
Underspending on project estimates	-22	-540
Other variances	3,000	-601
	<u>-3,107</u>	<u>-11,271</u>
Spend rate per day	173.9	199.9
Required rate to achieve Outturn	333.9	
Rate of change to achieve forecast	91.9%	

The main reason for this months variation is due to slippage (£9m) within the Delegated Capital Schemes managed by Sheffield Homes which equates to 15% of the underspend against this year's Housing budget.

Communities

The year to date spend on the Communities portfolio capital programme is £1.1m (66%) below the profiled budget and the forecast (£1m (33%) below budget) suggests this will not be recovered. £412k relates to an under spend on the Parson Cross Library project. A further £848k relates to slippage on the implementation of the ICT infrastructure project

Resources

The year to date spend is £7.4m (65%) below the programme and forecast to be £10m (41%) below the approved budget for the whole year.

The key reasons for the variance are below

Cause of change on Budget	Year to date £000	Full Year forecast £000
Slippage b/fwd from 2011/12		
Slippage to be carried forward	0	-8,400
Operational delays in projects due to planning, design or changes in specification	0	0

Incorrect budget profiles	-5,199	0
Delayed forecasts	0	-929
Projects submitted for Approval	0	0
Overstatement of budgets		
Overspending on project estimates	0	0
Other variances	-2,216	-793
	<u>-7,414</u>	<u>-10,122</u>

Spend rate per day	23.7	58.6
Required rate to achieve Outturn	172.8	
Rate of change to achieve forecast	628.6%	

The year end forecast position is £10.1m under budget and comprises of the following:

- £2.4m slippage on the Accommodation strategy;
- £5.0m slippage on the Moor Indoor market. Progress is on schedule but against an updated construction plan from the contractor and subsequent reports will seek approval to slip the spending authority into 2013-14;
- £505k slippage on the Asset Realisation project which is designed to make vacant sites more attractive to potential developers raising cash for the Council much faster;
- £421k slippage on the general Council building refurbishment and repairs programme;
- £421k slippage on roof and lift replacement at the Town Hall pending development of the city centre Civic Accommodation strategy which help realise cost savings by reducing the overall requirement for office accommodation.

Capital Receipts and Corporate Resource Pool – 2012-2017

1 Overview

1. The Council's Corporate Resource Pool (CRP) provides a flexible capital resource pool to address key Member and Corporate capital priorities. It is used to address funding issues that are not covered by mainstream capital resources. The national programme of expenditure reductions has increased the importance of this facility. Funding comes mainly from capital receipts resulting from the sale of Council land and buildings plus other unrestricted capital income.
2. The weak property market and consequent low levels of capital receipts necessarily led the Council to adopt a strategy of making no further capital commitments funded by capital receipts, beyond the next year.
3. This report proposes retaining this policy in the face of the funding gap in the Building Schools for the Future (BSF) programme, the need to maintain the Council's infrastructure and provide for other capital contingencies such as the structural failure or uninsured losses caused by natural disasters such as the 2007 floods.
4. In recommending this action, it has been possible to fund £5.6m of programme commitments in 2013-14, £1.4m of priority commitments to help generate revenue budget savings whilst providing for up to £4.4m of bids for potential projects. However as Table 2 shows, future year demands on the CRP exceed the available receipts in 2014-15 and 2015-16 unless the 2014-15 bid requirement for £4.5m is suppressed. Without this action the CRP would be overdrawn. So, this report

recommends no further approvals beyond 2013-14 unless more capital receipts can be realised.

5. The Director of Property and Facilities Management is developing a major initiative to unlock the value in the Council's property estate. The first of the potential receipts are included in this report and further submissions will be brought as each business case is developed.

2 Introduction

6. The Corporate Capital Strategy (CCS) is part of the Council's Medium Term Financial Strategy. As part of the CCS process in recent years, a Corporate Resource Pool (CRP) has been created.
7. Following the downturn in the economy, the council has had to consider the impact the downturn may have on the future value of property sales i.e. capital receipts. Against this background, the Council has reviewed the overall capital programme and considers each property disposal on an individual basis, deciding to proceed only if the sale demonstrates a good return.
8. Housing receipts are subject to complex rules creating restrictions on their use and currently involve some portion going to central government. This report has been formulated on the assumption that all receipts from the sale of council houses under the Right to Buy provisions go to the Housing Revenue Account.

3 Background

9. In 2010-11 the continued restrictions on the availability of capital receipts resulted in portfolios re-prioritising and re-phasing programmes for the period 2010-13 CRP within existing funding allocations. Any new schemes that portfolios wished to introduce had to be funded by the cancellation or reduction of an existing scheme to the equivalent value. That situation has not changed.

10. Bids for CRP funding have in the past been considered over a 3 year period using the following principles:-

- Key component of the Council Corporate Plan
- Identified needs consistent with Corporate and Portfolio Asset Management Plans
- The availability of other potential funding streams.

The new capital programme management principles now allow the council to consider these over five years.

4 Review of the Capital Receipts position

11. The programme at Appendix 10 includes £36.0m of schemes funded by capital receipts over the period from 2012-13 to 2016 and beyond. The allocation by portfolio is shown below in Table 1.
12. The latest forecast from the BSF programme has an affordability gap of £9.0m before mitigation which has halved from £18.4m in the previous year. Efficiency savings of £8.9m and further income of £550k have reduced the gap. The works still have some course to run and the forecast is not guaranteed. Revenue and Customs (HMRC) are challenging the recovery of VAT on some aspects of the project and if upheld, this would add a further £2.3m to the gap, making it £11.3m.
13. The Council also needs to develop sufficient cover for risks on other historic programmes such as the capital receipts expected to fund the Inner Relief Road and maintain a general level of cover to handle the risks described in paragraphs 18, 25 and 26 of the main report.
14. Table 1 below assumes a BSF gap of £9m is closed from capital. The demand on capital receipts could be less but it emphasises the need to achieve the anticipated efficiencies in the project and minimise the VAT charge.

Table 1	2012-13	2013-14	2014-15	2015-16	2016>	Total
	£m	£m	£m	£m	£m	£m
CYPF	4.3	0.2	0.0	0.0	0.0	4.5
Place	6.3	2.4	1.4	1.1	3.1	14.3
Communities	0.9	0.5	0.0	0.0	0.0	1.4
Resources	3.5	5.3	5.8	0.0	0.0	14.6
Month 6 Review savings	-0.8					-0.8
Total Programme (as per Appendix 3)	14.2	8.4	7.2	1.1	3.1	34.0
BSF Gap Mitigation	0.0	2.5	6.5	0.0	0.0	9.0
Priority Commitments	1.4	2.9	2.8	4.9	5.2	17.1
Bids	0.0	4.4		5.0	6.5	15.8
Total	15.6	18.2	16.5	11.0	14.8	75.9

15. An evaluation of potential capital receipts shows the following profile:

Table 2	2012-13	2013-14	2014-15	2015-16	2016>	Total
	£m	£m	£m	£m	£m	£m
B/fwd Resources	32.4					32.4
Receipts	4.8	5.8	8.9	10.8	34.2	64.5
Potential	37.2	5.8	8.9	10.8	34.2	96.9
CRP Funds Available	21.6	9.3	1.7	1.5	21.0	
Risks (£m)	0.4	1.7	6.8	6.8	6.8	
% of Risk Covered	5403.0%	536.3%	24.9%	22.5%	307.1%	

16. The uncertainty in the property market means that the future year figures in Table 2 are indicative values. Receipts are an “expected value”, having been adjusted from the “headline” level to reflect the risk that some may not arise at all. The “headline” potential receipts are up to £118m over the ten year time horizon compared to a risk adjusted value of £64.5m.
17. Table 2 shows that the potential impact of the BSF gap on the level of the CRP. Given the receipts profile above, the fund would be almost exhausted in 2014-15 and have insufficient cover for identified risks let alone any contingency. Table 2 shows the anticipated cover for risk. The minimum prudent provision would be 100%. In 2014 -16 the cover falls to around one quarter of the identified risks.
18. It follows therefore some capital rationing will have to be applied from 2014 onwards.

5 Conclusion on the Funding of CRP Schemes

19. As reported earlier, the CRP is made up largely from capital receipts and some government grants, which in the past have been inadequate to support the level of projects for which the CRP was designed.
20. However the economic down turn has lead to a reduction in capital receipts due to a mix of lower property sales values. This means that in the foreseeable future, this type of funding will not be able to support the requirements of the capital programme.
21. Tables 1 and 2 above show that the programme can be balanced but subject to capital rationing in the period 2014 to 2016. The uncertainty on the future stream of capital receipts and other risks within the capital programme mean that it would be imprudent to commit to new projects funded by capital receipts beyond 2013-14.

Children, Young People and Families Capital Strategy 2013/14

1. National Context

1.1 Capital Investment Review

A comprehensive Review of all capital investment led by Sebastian James and often referred to as the 'James Review' was published in April 2011. Since then, a number of outcomes from the review, which included schools, early years, colleges and sixth forms, have been announced.

The Review has considered how the Department for Education (DfE) could achieve better value for money and improve efficiency in capital investment. An important recommendation to direct all capital funding for all schools through local authorities has not been implemented as yet.

1.2 Capital Funding

A key outcome of the recommendations has been to reform the funding system to focus on ensuring that school buildings are in good condition and provide sufficient space for pupils. Allocations from 2014/15 will be informed by the outcome of the Capital Review, but the Secretary of State has already indicated that he aims to maintain Basic Need and Building Maintenance funding at the levels of 2011/12 for each year until 2014/15. The amount allocated for 2013/14 totals £12.479m (estimated figure only at this time: to be confirmed by DfE in 2013).

1.3 Property Data Survey Programme

A further response to the Review has been the Property Data Survey Programme (PDSP) established to enable the national collection of building condition data of the whole education estate. The overall aim is that the PDSP will provide a high-level picture of the condition for the entire education estate to inform future capital allocations.

In September 2011, the EFA (previously Partnerships for Schools PfS) was asked by the Department to lead on the delivery of the PDSP to survey educational establishments throughout England in order to ensure future capital maintenance funding is targeted to meet the most urgent condition needs of the education estate. Initially, this involved the procurement of contractors to carry out property data surveys

(PDS) and asset management software (AMS) to support delivery of the programme.

In December 2011, Tribal Education Limited was appointed to provide the AMS system and to co-ordinate the initial transfer of condition data. In March 2012 the EFA appointed Capita Symonds to carry out surveys in Yorkshire and The Humber.

The programme is due for completion by October 2013. This will begin to inform the condition element of capital allocations from 14/15.

1.4 Priority School Building Programme (PSBP)

In July 2011, the Department for Education (DfE) announced the Priority School Building Programme (PSBP). The intention at this point was for all of the PSBP to be a privately financed initiative (PFI) to provide school facilities. The programme is a national programme aimed at both primary and secondary schools, whose primary aim is to address those schools in the worst condition.

In May 2012, the Secretary of State announced the schools that are included in the Priority School Building Programme. The qualifying criteria for the PSBP have been that the required amount of maintenance investment had to be the equivalent of 30% or more of the costs to rebuild the school. A total of 587 applications were submitted to be included within the programme, of which 261 schools were successful.

Within the announcement 30 schools were identified as being high priority and as such would not wait until a Private Finance Initiative (PFI) approach could be developed for the programme before action was taken and should therefore attract centrally managed capital grant.

Sheffield City Council submitted applications to have 5 primary schools included within the programme (Fox Hill, Gleadless, Pipworth, Prince Edward and St Theresa's). Of the 5 applications, 2 were successful (Fox Hill and Prince Edward) and both were included in the list of 30 high priority schools.

The programme will be procured and project managed by the EFA. SCC will not receive any capital funding and simply support the EFA to deliver the project. The aim is to have the new schools open by March 2015.

1.5 Standardised Designs

In October 2012, again in response to recommendations from the James Review, the EFA published a set of baseline designs for both primary and secondary schools. The example designs show a

reduction of around 5-15 percent in area to primary and secondary layouts respectively.

Initially, the baseline designs will be used to help finalise briefs for the PSBP and for discussion with local planning departments. Contractors can develop them into detailed schemes, or propose alternatives. The EFA have said that they expect the baseline designs to evolve in response to feedback, and intend to add further versions.

1.6 Academy Conversions

An academy is a publicly funded school and operates independently of the local authority. Schools may convert if they are at least good as rated by Ofsted, or if they are deemed to require an external sponsor. It is expected that at least 24 schools out of 170 altogether will be academies at the start of the 13/14 financial year.

When a school becomes an academy, the capital maintenance funding is allocated directly to the school which will then be responsible for all repairs and maintenance.

The impact of this means the overall capital allocation to the local authority will reduce with every academy conversion. This reduction may impact on the authority's ability to provide a strategic approach to addressing building condition across the entire estate with the delivery of such programmes as window, roof, toilet and mobile replacements.

We will continue to propose to the DfE that they should direct all capital funding through the local authority so that funding can be prioritised to the areas of most need across the city, no matter what the status of the school is.

1.7 Early Years Education and Childcare (EYECS)

In September 2010 all three and four-year-olds became entitled to 15 hours a week of free early education, an increase from 12.5 hours a week. The Government has now committed to extending this to around 20 per cent of the least advantaged two-year-olds and for looked after children from September 2013.

2. Local Agenda: CYPF Capital Investment

2.1 Early Years Education and Childcare (EYECS)

The review of EYECS provision in Sheffield is nearly complete and further consultation will take place until February 2013. There have been no capital programmes implemented in 2011/12 and 2012/13.

It has recently been announced that additional capital funding will be provided to local authorities to facilitate this expansion and for Sheffield, this will be £1.034m.

2.2 Sheffield Schools

Sheffield has 170 publicly-funded mainstream schools. There are 133 primary, 25 secondary, 10 special and 2 nursery schools. At September 2012, these represented a total of 44,204 primary places and 27,837 secondary places across the city. The schools are well distributed around the city providing good access for local communities. Sheffield schools are managed under a number of differing governance arrangements, covering Community, Academy, Voluntary Aided, Voluntary Controlled and Foundation/Trust schools.

2.3 Primary Sector

Primary schools in Sheffield consist of a combination of “through” primaries (covering Reception to Y6) and “split-phase” Infant and Junior schools (covering Reception to Y2 and Y3 to Y6 respectively), with some schools also offering Nursery provision.

Over the past decade, the number of births in Sheffield has increased in line with the national trend. According to births forecasts derived from population projections provided by the Office for National Statistics, this trend is expected to continue for the foreseeable future.

In response to this population growth over 2,500 primary school places have been added over the last five years, with a further 840 to be provided in two new primary schools in the north east of the city from September 2014. Overall, the city is operating in a tighter system as fewer surplus places means less flexibility to manage changes in local populations.

2.4 Primary Capital Programme (PCP)

Funding through the Primary Capital Programme is no longer available and any replacement will form part of the Capital Review. The final projects supported by PCP were completed in summer 2012.

2.5 Building Condition Issues

With around £125m of backlog maintenance required across the primary school sector of the CYPF estate alone, the current government focus on addressing provision in the worst condition is welcome. However, a key priority is to ensure that the limited resources allocated to Sheffield are targeted correctly using robust Asset Management Planning processes with relevant and recent data.

2.6 Secondary Sector

There are 25 secondary schools in Sheffield, 10 of which offer sixth form provision.

As the birth rate has increased, larger cohorts will begin to move through from the primary sector and continue for the foreseeable future.

In some areas of the city these larger year groups will begin to put pressure on places from 2015/16 onwards. Planning is already underway to address this demand through the latter stages of the Building Schools for the Future programme.

Towards the end of the decade the pressure on places across the system will become more apparent, with an overall shortfall forecast from 2018/19 onwards.

Capital investment will be required to provide additional places either through the agreed expansion of existing schools or through new provision. Currently the priorities are identified as:

- Complete planned expansions at Tapton, Bradfield and Forge Valley to offer additional places from 2015/16.
- Forecasts indicate the need to commission an additional 12 to 15 forms of entry by the end of the decade.

2.7 Building Schools for the Future (BSF)

Building Schools for the Future (BSF) has been a significant school buildings investment programme. The aim was to rebuild or renew nearly every secondary school in England. Significant cuts to the national programme were announced in July 2010. Sheffield has been extremely fortunate compared to some authorities across the country within the governments spending review where many authorities found their programmes cancelled. The £407m BSF programme in Sheffield is in the final phase with the majority of secondary schools complete or nearing completion. However, savings have had to be found on top of an existing affordability gap, but a strategy has been developed to manage these issues. The outcome of the programme has meant that Sheffield children and young people will enjoy excellent and exciting environments for many years to come.

2.8 Special Educational Needs (SEN)

There are 10 special schools catering for a range of needs across the city. They have benefited from developments from BSF and primary capital programme funding, examples of which are the rebuilding of Bents Green and residential facility and the co-locations of All Saints and Seven Hills, Newfield and Talbot and Mansell and Woolley Wood.

Our capital strategy will continue to maximise funding streams so that the stock is sufficient and suitable. The redevelopment of Norfolk Park primary school is a current example.

2.9 Short Breaks for Disabled Children

A national programme of Aiming High for Disabled Children (AHDC) Short Breaks Transformation commenced in 2008/09. In Sheffield, this capital fund has been clearly linked with the City's needs assessment and has been used to support the growth of short break provision directly. Within AHDC, from April 2011, the government placed a duty on all local authorities to provide a range of short breaks services for disabled children, young people and their families.

Sheffield has been allocated a total of £1.1m up to 2011/12, which has funded a range of projects including a sensory room at Concord Leisure Centre and enhanced equipment and facilities at Graves Park and Rivelin. Also, part of the funding has been allocated to a capital grants programme that organises the delivery of services to disabled children, which has successfully supported projects across the city.

A further allocation of £382k for 2012/13 was announced in September 2012. The plan for this allocation will be determined within the needs assessment and agreed in consultation with parents and carers.

2.10 Looked After Children (LAC)

As of October 2012 there were 560 Looked after Children in the care of Sheffield Local Authority. Of this number, 125 are currently living in independent foster care arrangements. A project is currently being implemented that will enable more children to be placed with existing foster carers within the city. One of the main barriers to increasing the number of Looked after Children in LA foster care is the size of the foster carers' existing accommodation. This improves local placement sufficiency and stability of placements in line with the Looked After and Adopted Children and Young People Strategy for Sheffield, December 2010. It also improves the opportunities for placing siblings together. The project is funded by prudential borrowing.

2.11 14 – 19 University Technical College (UTC)

UTCs are academies for 14-19-year-olds. They focus on providing technical education that meets the needs of modern employers. They offer technical courses and work-related learning, combined with academic studies.

In 2011 The Department for Education (DfE) gave permission for a new UTC to be built in Sheffield, the first in Yorkshire and only one of 18 across the UK. There will be capacity for 600 students providing

specialist vocational learning within the engineering and digital sectors.

The project has been made possible through the financial support of Sheffield City Council, which bought the Porter Brook Site on which the UTC will be built, alongside lead sponsor The Sheffield College. The college has also received £9.9m capital funding from the DfE. It is due to open in September 2014.

3. Review of what has been achieved in 2012/13

CYPF Service Area	Project Details
Inclusion & Learning Service: Pupil Places	Population Growth and Primary Provision 2: investment into 7 primary schools to provide additional school places.
Business Strategy: Building Maintenance	17 Successful school Building Maintenance Grant projects 4 boiler replacement/heating systems installed 3 electrical replacement projects 2 toilet refurbishment projects 2 significant structural repair projects 2 Mobile Replacements 3 Window Replacements 2 Roof Replacements
Business Strategy: School Meals Service	2 Primary Schools - investment into the kitchen and dining facilities
Primary Capital Programme (PCP)	2 Primary Schools: completion of final 2 refurbishment projects.
Building Schools for the Future (BSF)	4 Secondary Schools: new construction and refurbishment projects completed
Inclusion and Learning Service (ILS): Special Educational Needs (SEN)	1 Special Primary School – investment to improve significant building condition and suitability issues. 2 Pupil Referral Unit Projects
Children and Families: Learning Disabilities and Difficulties	10 Projects funded through the Short Breaks capital grants programme
Children and Families: Looked After Children	5 Children's Homes Improvements

4. The Children and Young Peoples (CYPF) Capital Programme 2013/14

The review of capital spending continues, with further announcements expected in 2013 about the methodology and amounts of capital allocated to local authorities. In January 2013, Sheffield CYPF capital allocations were announced for 2013/14.

4.1 The Outcomes – What will this deliver for the people of Sheffield

4.1.1 Early Years – Free Entitlement

This will contribute to the delivery of places for up to 1,400 2-year-olds in Sheffield. The council will build capacity to support both the maintained and non maintained sectors so that parents have a sufficient quality choice for their children. The entitlement is for families on the equivalent of a free school meal income, looked after children and children with special educational needs.

The capital allocation for 13/14 is £1.034m.

4.1.2 Basic Need: Provision of pupil places

The Education Act 1996 sets out a duty for every authority 'to ensure the provision of 'sufficient' schools' for the provision of primary and secondary education in their area'. This requirement is often referred to as 'Basic Need' and is considered to be a priority for targeting resources when planning school places.

The amount allocated for 2013/14 is £4.598m (estimated figure only at this time: to be confirmed by DfE in 2013). This is consistent with last year's allocation of £4.598m.

In the short-term areas for capital investment to provide additional primary school places are broadly as follows:

- Ensure necessary work takes place to facilitate agreed bulge year groups at Oughtibridge, Whiteways, and Tinsley Juniors.
- Further work to address the potential shortage of places in the north east of the city ahead of the new schools.
- Two new primary schools in the north east of the city from September 2014
- Analysis of the latest population data to assess the need for any additional schemes in the city from September 2014 onwards.

In the medium to long-term, work to monitor local populations and assess the need for further schemes is likely to remain an annual process for the foreseeable future.

4.1.3 Capital Maintenance: Building condition related issues

Over recent years, a consistent annual programme of addressing priority maintenance issues has enabled Sheffield to reverse the decline of its school buildings. However, this followed years of significant under-investment and the need for investment still outstrips the resources available, particularly in the primary sector. Therefore,

prioritising how resources are allocated remains essential. The amount allocated for all Local Authority maintained schools is 6.94m, (estimated figure only at this time: to be confirmed by DfE in 2013), which is a reduction that reflects the number of academies and maintained schools. Academies are able to access their own grant from the DfE.

4.1.4 Devolved Formula Capital: Grant allocated to schools to maintain buildings

The amount allocated for all Local Authority maintained schools is £1,109,359 (*estimated figure only at this time: to be confirmed in January 13*). This is a slight reduction of last year's allocation of £1,386,699 and still a significant reduction (85% tbc) from the £8m on average allocated annually between 2008/09 and 2010/11. This is a significant reduction of funding for schools to cope with and makes the targeting of scarce resources even more important.

4.1.5 Special Educational Needs (SEN)

Bents Green Secondary – Learning Difficulties : Historically Sheffield has commissioned a number of out of city placements for young people with autism, challenging behaviour and complex needs moving out of a specialist provision in the city.

It is the council's policy to maintain as many young people within the city both in terms of their care and learning quality. In consultation with specialist providers, CYPF commissioned provision within the city itself and an options appraisal was undertaken by Capital Delivery Service (CDS) to identify suitable premises.

It has been agreed to develop an option to create a mezzanine floor in a hall at Bents Green so that we have a base of up to three rooms with independent facilities for children with complex and learning difficulties. This will mean we can include a number of young people within the city's facilities as opposed to placing them out of city.

Norfolk Park Primary – Severe Learning Difficulties: A recent assessment of specialist provision has highlighted some building condition and suitability issues. A full feasibility has been carried out and work to significantly reshape the school will be the outcome.

4.1.6 Aiming High for Disabled Children – Short Breaks Capital Grant

Aiming High for Disabled Children (AHDC), announced in 2007, is the transformation programme for services for disabled children and their families.

It has contributed to support projects across the city and we continue to develop a facility to give educational opportunities at Thornbridge

Outdoor Education Centre for children with disabilities.

4.2 CYPF Capital Programme 2013/14 – Financial Implications

4.2.1 Early Years – Free Entitlement

As described above, £1.034m has been allocated to support the 2 year old free entitlement. Additionally, the project for Grace Owen nursery should be completed this year.

4.2.2 Basic Need and School Places

		13/14 £000	14/15* £000	15/16* £000
Staff Costs – Capital Delivery Feasibility		250	250	250
School	Proposal			
Oughtibridge Primary School	Temporarily expand to provide 30 additional places for one year	158	0	0
Tinsley Junior School	Temporarily expand to provide 8 additional places for 3 years	150	0	0
Whiteways Primary	Increase physical capacity to accommodate additional children in bulge years	24	0	20
Burngreave/ Fir Vale	Build a new 420 place primary school on a cleared site at Skinnerthorpe Road	3,286	2,150	0
Southey/Shirecliffe/Longley	Build a new 420 place primary school on the site of former Watermead Nursery Infant School	3,160	1,980	0
Basic Need Population Growth	Unallocated funding available for developing projects, e.g. the rebuilding of Tinsley infant and junior schools into one new primary school	0	0	4,059
TOTAL		7,028	4,380	4,329

* All programmes and amounts are subject to future capital allocations, approvals and priorities

4.2.3 Building Condition Repairs and Maintenance

Building Maintenance Programme	13/14 £000	14/15* £000	15/16* £000
Staff Costs and Asset Management Planning	230	230	230
Significant Remodelling/ Rebuilding Programme	2,000	2,000	2,000
Improvement Programmes			
Fire Risk Assessment Measures	2,000	1,000	1,000
Heating, Mechanical and Electrical	1,700	1,700	1,700
Structural	300	300	300
Roofing	200	250	185
Windows	200	250	185
Toilet Replacement	75	70	70
Mobile Replacement	200	500	250
Kitchen & Dining	-	-	-
Looked After Children	-	50	-
Children's Centres	-	50	-
Access Initiative**	100	100	100
Emergency Issues	200	200	200
TOTAL	7,205	6,700	6,220
Unallocated funding available for scheme projects**	(711)	(206)	274
Revised Total	6,494	6,494	6,494

* All programmes and amounts are subject to future capital allocations, approvals and priorities

** The ' Unallocated funding available for scheme projects' figure of £711k for 13/14 comprises £300k of capital maintenance allocation not committed in 12/13 but applied to schemes in 13/14 and savings of c.£411k from 12/13 reduced business unit expenditure, to be invested in schemes for 13/14. £206k of expenditure will effectively be brought forward from 15/16 into 14/15.

Note: further future expenditure, from the above Building Maintenance unallocated fund, after adjustments for items awaiting approval, together with future income estimates for years 14/15 and 15/16 is planned to be spent on the following scheme areas:

- (i) Staff costs and Asset Management Planning;

- (ii) Rebuild Programme;
- (iii) Improvement programmes – Fire Risk, Heating, Mechanical & Electrical; Structural; Roofing; Windows; Toilet Replacement; Kitchen & Dining; Mobile Replacement;
- (iv) Children’s Centres;
- (v) Access Initiative; and
- (vi) Emergency Issues.

Proposals are being formulated and projects will be brought forward for approval when ready.

4.2.4 Building Schools for the Future (BSF)

BSF Secondary School Projects	2013/14 £000
Birley, Handsworth Grange, Notre Dame	£10,808

4.2.5 Other CYPF Capital Grant Funding

Aiming Higher for Disabled Children (AHDC) – Short Breaks	2013/14 £000	14/15 £000
Small Grant Programme	150	tbc*
Capital Project	208	208
* (to be confirmed by DfE in 2013).		

4.3 Maintenance Programmes

The following table lists the priorities that are included within the individual maintenance programmes:

- Fire Risk Assessment;
- Heating, Mechanical and Electrical equipment;
- Structural defects;
- Roofing;
- Windows;
- Toilet replacements;
- Mobile classroom replacements; and
- Kitchen and Dining facilities.

4.4 Sustainability

All capital schemes are delivered to meet the requirements of current Building Regulations, e.g. Part L, and also the City Council’s Core Planning policies. All recent new builds and major extensions schemes have been designed to the Building Research Establishment’s Environmental Assessment Method, (BREEAM) and achieved a

BREEAM rating of very good. The aims of BREEAM are to mitigate the impacts of buildings on the environment. Recent schemes have included a number of sustainable features, such as green and brown roofs, Air Source Heat pumps and Bio Mass boilers.

The Housing Investment Programme 2013/14 - 2017/18

1 National Context

This report sets out the Council's proposed investment in homes and neighbourhoods across the city. This investment plays an important role in contributing towards the delivery of the Council's Corporate Plan priorities, with specific focus on making Sheffield a Great Place to Live, promoting Better Health and Wellbeing, as well as contributing towards establishing Safe and Secure Communities and creating a Competitive City.

The Housing Investment Programme will help to underpin and deliver some specific elements contained within the Council's new Housing Strategy and other related strategies. This establishes three key objectives for housing in the City over the next 10 years. These are:

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

This year, the activities contained within this appendix follow this format in order to clearly set out how where the Housing Investment Programme is contributing towards the achievement of these objectives. There are other investment activities that are being delivered both by the Council and by other partners that will deliver additional outcomes.

This year's proposed Housing Investment Programme totals £59.786m. The majority of this investment (£55.895m) will be invested in council housing, as part of the new self-financing Housing Revenue Account and includes provision for an additional 75 new Council homes over a period of 3 years, consisting of an initial budget of £0.600m in 2013/14 with further budgets in 2014/15 and 2015/16 giving a total of £9.525m.

The remaining £3.891m will be invested in non-HRA activity, as detailed within this report. The non-HRA side of the programme has reduced in scale significantly over the last five years, with the demise of external funding and an overall reduction in capital receipts and other income. Going forward, the Council is forecasting a continued decline in available resources and therefore a priority activity for the coming year will be to identify alternative funding or delivery options.

2 Review of what has been achieved in 2012/13

Increase the supply of new homes in the city

- 106 homes will have been demolished in readiness for the next phase of building by Home Group at Scowerdons, Weakland and Newstead.
- 27 households will have been rehoused as part of the clearance at Scowerdons, Weakland and Newstead.
- Centres achievements – improved public realm at Stocksbridge, the Shutter Art project and community hub at Hemsworth, new brand/identity developed in partnership with local traders for Hillsborough and public realm improvements in Chapeltown.
- Timetable for rehousing of remaining residents agreed and linked to progress of redevelopment scheme at Park Hill.
- City Road Placemaking – improvements delivered to Cemetery Gates, Manor Top and Manor Fields, Chaucer square - improvements and links to new library learning zone.
- Creative Places schemes – Wincobank / Shiregreen.
- The Council has reviewed the 2006 decision to de-commission Sweeney House and to pave the way for the building of new older person housing provision at Stocksbridge

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

- 3,931 council homes improved to the Sheffield Decency standard.
- 2,800 council homes fitted with new efficient central heating systems.
- Locally agreed priorities to improve security through new door entry systems
- Installation of the District Heating/ Community Heating controls project in around 4,000 homes which now allows all households to control the temperature of heating in their homes
- Carrying out essential H&S improvements such as lift maintenance, fire safety, electrical upgrades and asbestos management
- Commencement of plans to introduce new communal re-cycling facilities
- Balfour House Sheltered Scheme is now to be refurbished providing 29 high specification units rather than being de-commissioned.

Helping younger, older and vulnerable people live independently

- 759 homes in both the council and private sector received adaptations.
- 82 low income home owners assisted to improve their homes.
- 5,700 free insulation measures delivered through the Affordable Warmth Initiative.
- 22 enforcement notices served, 15 property notices served and 4 properties brought back into use within the private sector.
- Council signed up to Local Authority Mortgage scheme.

- Improved public access arrangements to meeting rooms to meet requirements under the Equalities Act 2010 (previously referred to as DDA Act)

3 The Key Targets for 2013/14

Increase the supply of new homes in the city

- 78 properties completed at Park Hill, 26 for social rent, 40 for private sale and 12 for shared ownership.
- Park Hill remaining residents relocated.
- Improvements at 5 district/local centres at, Stocksbridge, Spital Hill, Darnall and Attercliffe and Manor Top. In all centres we will be working with Private Businesses and Partners to identify activities and actions to support Centres, and this will include helping to facilitate events to increase footfall, actions to deal with vacant shops and small public realm improvements. In addition we are looking to pilot a shop front improvement scheme in Darnall. Targets will reflect the action plans that are currently being developed in each of the centres.
- 209 new affordable homes built by registered providers in the city
- Way forward agreed for Arbourthorne Fields.
- Completion of the public realm improvements at Chaucer centre.
- Complete the demolition of the final empty homes at Skinnerthorpe Road.
- Work with the Environment Agency to complete flood mitigation and public amenity space in Lower Manor.
- Continue on moving forwards to deliver on final phase of rehousing and acquisitions at Scowerdons, Weaklands and Newstead.
- Increase number of additional council Homes in the city with a three year programme providing 75 new council houses by building and acquisition.
- Building starts on 3 sites by the Sheffield Housing Company.

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

- 1,810 council homes improved to Sheffield Decency standard to complete the Sheffield Decent Homes Programme.
- 2,450 central heating systems renewed in council homes
- New central heating installed in homes that presently do not have central heating
- Installation of new heat meters following the introduction of internal controls to homes that are connected to the City's District Heating network or receive their heating through a central boiler plant
- Bring 35 long term empty homes in the private sector back into use over 3 years.
- Acquire 31 long term empty homes in the private sector over 3 years and bring them into use as council houses at an affordable rent.

Helping younger, older and vulnerable people live independently

- 750 properties to receive adaptations both public and private.
- Implement improvement identified through the Right to Control pilot for the Disabled Facilities Grants programme.
- Up to 25 families supported into home ownership by the Local Authority Mortgage Scheme.
- Complete a business case setting out a way forward on Sheffield's Green Deal partnership.

4 The 2013/14 Neighbourhoods Investment Programme

In total the council expects to invest £59.786m through this programme in 2013/14 as set out in Appendix 6b and 6c. The source of these funds is set out in Appendix 6a. This sum will increase as some projects will carry over both funds and work commitments from 2012/13 into 2013/14, the level of slippage is currently forecast to be £15.339m however this figure will be revised by the end of the financial year.

Investment has been prioritised in line with the three key objectives outlined below:

Increase the supply of new homes in the city	£6.638m
Making the best use of the city's existing housing stock	£48.628m
Helping younger, older and vulnerable people live independently	<u>£4.520m</u>

TOTAL **£59.786m**

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

This limits the scope of activities that the council can undertake and has required a change in the way the council operates, to see greater emphasis on working closely with our partners to influence their investment decisions and deliver change and investment.

It is therefore still necessary to make difficult choices about which activities will continue to be funded with the reduced funds available, which activities will have to be scaled back, and which can no longer be afforded.

5 Increase the supply of new homes in the city £6.639m

Housing regeneration and housing supply

The detail of the New Homes Bonus Scheme has now been clarified, and the council received the first of eight expected annual payments in early 2011.

The scale of the income expected from this scheme can only be estimated, as it depends on the numbers of new homes built, the number of empty homes in the city and how quickly the national pot of resources set aside by the Government is allocated. The current estimate, which will be reviewed and updated regularly, is a total of £39m income over the full six year period.

The council has decided to use these resources to set up a new Local Growth Fund for projects aimed at boosting housing and economic growth. A Local Growth Fund Strategy has been developed with a schedule of projects aimed at delivering economic growth, bringing long-term vacant homes back into use, supporting wider regeneration to improve the quality of life for residents in our neighbourhoods and encourage private investment in building new homes is now in place. So far £10.016m has been committed on a range of projects

At some point in the future when the funds set aside for this scheme by the government are fully committed, the Government has said that it will finance New Homes Bonus payments by top slicing council's formula grant (General Fund). Close scrutiny will be maintained on this scheme to establish when this impact might be felt and to prepare the council's response in terms of priorities for investment at that time.

The Sheffield Housing Company

The Sheffield Housing Company's Phase 1 developments have now started on site. In 2013/14 the council will continue to support the Sheffield Housing Company to maximise the build and sales rates on these sites, through linking in initiatives to enable first time buyers to get onto the property ladder in these areas. It is planned to have delivered 305 new homes by September 2015.

The council will also be supporting the Sheffield Housing Company to develop Phase 2 which comprises of 8 more sites which will deliver approximately 500 new homes. This will be done through the preparation of Council land for development, the production of site development briefs, input into the design of new homes to facilitate a smooth planning process, liaison with local communities and setting out the best way in which the company's new homes can contribute to the long term sustainability of the local neighbourhoods.

Finally, the council will continue to monitor the performance of the company to demonstrate that the business case for delivering new homes and regenerating neighbourhoods via this vehicle remains strong.

Investment in new affordable homes

The Homes and Communities Agency (HCA) now provides its funding for new affordable housing through the Affordable Homes Programme (AHP). This replaces the National Affordable Housing Programme, through which 270 units were completed in Sheffield in 2011/12. HCA funding will provide some social rented apartments at Park Hill for the existing tenants and some previous tenants to enable them to move into Phase 1.

The AHP for 2011/15 is comprised of a number of contracts that the HCA has agreed with registered providers (RPs). These require RPs to deliver with significantly less grant than previously, with the funding shortfall to be addressed by the conversion, on relet, of some social rented stock to the new affordable rent (up to 80% of market rent).

Local registered providers have secured £9.300m HCA grant funding for 449 new affordable homes to be built in the city by March 2015. This amounts to approximately £45m of investment, a proportion of which will come from the HCA and the rest from the RPs. These schemes will help address the priorities of the City's revised Local Investment Plan and include:

- Regeneration schemes at Arbourthorne, Page Hall, Richmond Park, and Wybourn and SWaN.
- Sheffield Housing Company sites at Norfolk Park and Parson Cross
- Supported housing
- Older persons housing at Stocksbridge

Most of the new homes will be for affordable rent, but there will be some social rented homes at SWaN to meet the requirements of the Residents Charter. The emphasis is on the provision of good-sized family homes and level access accommodation for older people. However, owing to the delays in agreeing the AHP contracts, only 25 of the homes are expected to complete in 2012/13, with the majority of the new homes being built in 2013/14.

In November 2011 the Government announced the details of the bidding process for the £100m national pot for Empty Homes projects for 3 years. The Council was successful in bidding for £570,000 for bringing empty properties back into use by a loan and lease scheme. This will provide 5 year loans for owners of empty properties to bring their properties up to a decent homes standard with the proviso that they will then be leased to the council and let as an affordable tenancy for 5 years. In addition 31 long term empty properties will be acquired and brought back into use as council homes with an affordable rent.

Capital for Housing Improvement and Regeneration

During 2011/12 the Homes and Communities Agency has been in the process of receiving assets being transferred to them as part of the winding down of the Regional Development Agency, Yorkshire Forward. These assets include land and buildings across the region, and in the summer of 2011 it produced a Development and Land Disposal Strategy. The HCA is intending to work with councils and other partners to use these assets to support economic growth and regeneration going forward. The council will be working closely with the HCA to ensure that HCA controlled assets in the city are developed in the most beneficial way for communities, helping to make better places to live.

The projects below are in the approved capital investment programme:

Sweeney House **£0.298m**

In September 2012 Cabinet agreed that priority rehousing should be awarded to the residents in Sweeney House to enable the decommissioning of this scheme. Rehousing will continue in 2013/14. In 2013/14 refurbishment work will also commence at Balfour Sheltered Scheme.

Scowerdons, Newstead and Weaklands **£0.504m**

This budget will enable Scowerdon's phase 6 to continue. This is the final phase of the SWaN project, which will complete in 2013/14.

The Park Hill project **£0.548m**

This enabled phase five, the final phase within Park Hill, to be declared. The remaining tenants will be re-housed and the phase will be made secure. Phases two to four will also continue to be made secure until the units are redeveloped.

Other Investment **£0.0.098m**

This includes a budget for emergency demolitions and ongoing maintenance costs at Chaucer.

Programme Management **£0.256m**

There is a budget within the programme to cover staffing costs and to pay for goods and services provided by internal and external partners through service level agreements.

The projects below have been identified as a priority for investment in 2013/14 and moving forwards, the detail behind these projects is to be worked up and will be brought forward for approval in the coming months:

Council Housing New Build **£0.600m**

£0.600m in 2013/14 and a further £8.925m in 2014-2016 will be invested in 75 new Council Homes. The programme will allow the council to retain any additional receipts generated as a result of the government's 'reinvigoration' of the Right to Buy policy. Based on current estimates (but with no trend data to base them on) this change in policy may generate an additional £1.3m receipts for affordable housing over the next 3 years.

A lead-in period is always required when undertaking new build. If this lead in period should extend such that additional receipt income cannot be charged against new build before Government deadlines, then the Council reserves the option to make acquisitions of properties in the short term.

The Arbourthorne Fields project

£4.000m

Phase 1 of this redevelopment project was completed in 2010/11. In the absence of sufficient capital receipt income and no new capital funding, it is not currently possible to declare the next phase of this project. Consultation with affected tenants and residents will follow, although residents have already been made aware that funding for future phases from the HMR Pathfinder is no longer available, and that the Council is exploring all other potential funding options in order to continue with the project.

The project below is part of a bid to the Corporate Resource Pool which is subject to further approvals:

Programme Management

£0.334m

This budget is to cover staffing costs for the delivery of the Private Sector elements of the Investment Programme including some work on Empty Properties, Minor Works Grants and Disabled Facilities Grants.

6 Making the best use of the city's existing housing stock £48.629m

The review of the Housing Revenue Account (HRA) System

The first business plan for the HRA was approved in January 2012, however since this was published in a number of key factors have had an impact on this plan. Sheffield has continued to develop a 30-year Business Plan for council housing. The plan incorporates anticipated income and projected expenditure for the 30 years and sets the long term direction for council housing investment and services in Sheffield. A separate report updating the business plan will be presented at Cabinet on 16th January 2013.

The Housing Investment Programme contained within this report sets out the investment in council homes over the coming year, as part of the 30 year self financing business plan.

The projects below are in the approved capital investment programme:

Decent Homes programme

£27.147m

The council is committed to completing the existing Decent Homes Programme and is aiming to achieve a 91% decency target by the end of 2013/14. This investment will see 1,810 homes brought up to the Sheffield Decent Homes standard over the following year, with a proposed investment of £27.147m in 2013/14.

Investment in council houses will continue in 2013/14. The investment will be prioritised to enable work to complete the Decent Homes.

Heating, Boilers and Community Heating

£7.150m

At present 9,500 boilers across the city are classified as obsolete and need replacing. This is the highest risk element of the maintenance backlog and has therefore been identified as the second highest investment priority after completing Decent Homes. Following years of underinvestment in heating systems there is now a need to tackle the obsolete heating system backlog urgently. In 2013/14 £4.500m will be invested in renewing obsolete heating systems, not only will this reduce the cost of breakdowns as a responsive repair but it will also benefit tenants by providing affordable warmth and tackling fuel poverty.

The breakdown element of the project includes renewal work to the social housing stock for which the landlord has an obligation. The project will provide a responsive service to customers who experience a boiler breakdown. This is more likely to be on boilers that are old and obsolete but as this is on a responsive basis address lists cannot be determined. £1.800m has been budgeted for this work.

Community heating improvements

Over 6,000 homes in the city receive their heating through either the Veolia District Heating network or through grouped heating / estate boiler plants rather than having their own individual boilers. On the 12th September, 2012 Cabinet gave approval to introduce heat meters and replace obsolete heat meter equipment in the city which would allow tenants, leaseholders and freeholders with the opportunity to only pay for the heat they use. Originally, there had been proposals to start this with a pilot, however, following technical problems and other delays it was assessed that greater value for money would be achieved through a larger tender as the communication infrastructure for the metering would be spread over a greater number of properties. This programme follows major investments in the efficiency of the boiler plant rooms and internal heating controls. As part of the future Green Deal/ ECO obligation there may be an opportunity to lever in additional funding that could reduce the cost of the meters to the Housing Investment programme.

Key drivers for this initiative are to provide households with the same control and payment facilities as with individual boiler systems, and fairer arrangements where households are able to reduce their heating costs by relating their heating bills to the amount of energy used rather than paying a fixed flat rate. This would be a big change for many households and a linked programme of support and advice is being planned.

The tender for this metering project will be issued in late 2012, with the work likely to commence in 2013 and running over 3 years. £1.109m will be invested in the metering project in 2013/14 alongside this resources have also been set aside for pipe-work and plant room works in 2013/14.

Health and Safety**£3.517m**

Minimising fire risk in blocks of flats, this has become a regular item of expenditure following the fire at Lakanal House, Camberwell, London in July 2009. Sheffield Homes have completed risk assessments for all archetypes in the city and a programme will be funded to deal with all identified risks as part of an agreed plan with the South Yorkshire Fire and Rescue Service. All future improvements will be tackled based on level of risk. A programme of works of £2.587m is planned in 2013/14 as the start of this 5 year programme. Other Health and Safety elements funded from this sum include lift maintenance and replacement; asbestos management; Housing Health and Safety Rating System category 1 hazards.

Programme Management**£0.905m**

There is a budget within the programme to cover Housing Revenue Account (HRA) staffing costs and to pay for goods and services provided by internal and external partners through service level agreements.

The projects below have been identified as a priority for investment in 2013/14 and moving forwards, the detail behind these projects is to be worked up and will be brought forward for approval in the coming months:

Other Investment in Council Housing**£7.635m**

This will include elemental replacement work identified through the Housing stock condition surveys to tackle the maintenance backlog, communal area improvements, sheltered lift replacements, improved communal re-cycling facilities to flats and maisonettes.

Roofing and External Works**£1.554m**

This will include replacement of roofs, rainwater goods and external fascias in order to protect the substantial investment in the internal fabric that the Council has made in the stock since 2004/2005, it will also enhance the appearance neighbourhoods. Investment in the external fabric also provides an opportunity to generate savings to the revenue repairs budget by a planned programme of replacement rather than carrying out expensive individual responsive repairs and external painting which involves the use of scaffolding equipment and working at height. It is proposed a flat roof programme of £1.287m and a pitched roof and roofline programme of £0.267m for 2013/14. A new external repairs and painting strategy has been agreed through a tenant/ leaseholder task and finish group.

Pipework Renewal and Plant Rooms**£0.600m**

A review of the underground District Heating and Community Heating distribution system has taken place to assess its condition. This budget will be used to replace underground distribution pipe-work that has reached the end of its useful life and should avoid repeat breakdowns and revenue repairs

costs whilst addressing inefficient plant in boiler rooms. This budget will compliment the community heating improvements mentioned above.

The project below is part of a bid to the Corporate Resource Pool and subject to additional approval:

Empty Properties **£0.120m**

This project aims to get owners to bring their privately owned empty properties back into use. This work is separate from but will complement the works carried out under the Local Growth Fund outlined in section 6. The project aims to utilise all enforcement tools available in order to deal with the negative aspects of empty properties. These include fly tipping, security issues, defective drainage and health and safety hazards.

7 Helping younger, older and vulnerable people live independently.
£4.520m

The projects below are in the approved capital investment programme:

Adaptations in Council homes **£2.025m**

Since the start of the Decent Homes programme significant investment in Council housing has taken place to address any household who are in need of adaptations to allow independent living. The demand for adaptations will continue to increase given the age profile of council tenancies across the city, however, the Decent Homes investment does mean that many of the new bathrooms and adaptations will be able to help reduce costs by re-cycling relatively new fixtures and fittings. The budget will meet the demand of new requests and also refurbish poor quality existing adaptations that were installed prior to Decent Homes to make them attractive for new tenants who require an adapted property in future.

Disabled Facilities Grants for Owner Occupiers **£1.495m**

This is funded of £1.400m capital grant from Government, in previous years the council has contributed £0.500m of its own resources. Due to the low level of capital receipts and other calls on this resource the match funding the council has previously provided is no longer available at this level but 0.095m has been identified as match funding. However this lower level of match funding will result in households waiting longer for adaptations in their homes and a waiting list will develop towards the latter part of the year. It could also have knock on effects of increasing the financial pressure on local health services and adult social care budgets. The capital receipt position will be reviewed regularly to see if it becomes possible to increase this budget during 2013/14.

Disabilities Discrimination Act (DDA)**£0.200m**

The Equalities Act 2010 (replaces the DDA Act) confirms that the council has a legal duty to make reasonable adjustments to its buildings, or, as the DDA describes them, 'Physical Features'.

From 2005 the council agreed the following priorities for Sheffield Homes managed accommodation:

1st priority – Housing Offices

2nd priority – Sheltered Accommodation

3rd priority – Housing Community Centres and Meeting Rooms

Work has been completed to priority 1 and 2 and work on Community Centres and estate based meeting rooms is progressing and will continue in 2013/14. During 2013/14 the Council will also review its Community Buildings Strategy which will include TARA meeting rooms/properties and concessionary lettings.

By the end of this project in 2016 the remaining HRA Community Centre meeting rooms that have a sustainable future will have received an assessment and any necessary works will have been carried out to meet Local Authority obligations under the Equality Act 2010.

Low Carbon Pioneer Cities (Green Deal)**£0.500m**

To ensure Sheffield maximises its access to this resource and the Green Deal, a business case to establish strong partnering arrangements for a Council endorsed or branded scheme has been prepared. Alongside this, arrangement to maximise access to the new ECO funding are being developed, with a strong priority to target the least efficient homes and the most vulnerable households.

As part of this work, an early allocation of Government grant of £0.558m was successfully bid for in 2012/13 to carry out detailed solid wall case studies, develop Planning Guidance, train staff as Green Deal advisors and carry out a large marketing planning exercise. This will enable the Council to play a leading role in what will hopefully be a major opportunity to further improve the energy efficiency of our existing housing stock, provide a large training and economic development opportunity and help reduce the energy bills of Sheffield residents.

To facilitate this during 2013/14, £0.500m funding is proposed to cover development costs as well as provide some seed funding to draw in external grant such as the ECO funding. The Business Case for Sheffield's Green Deal partnership will be completed by December 2013 and envisages a range of linked activities including advice on green travel and a major initiative to support 'collective energy switching', where groups of households band together to access cheaper energy tariffs through a bulk auction.

The projects below are part of a bid to the Corporate Resource Pool and are subject to further approvals:

Minor Works Grants**£0.250m**

This project helps the vulnerable elderly owner occupiers to remain in their homes by funding up to £0.002m of minor repairs per grant. Approximately 125 homes will benefit for each year of £0.250m investment.

Category 1 Hazards**£0.050m**

This project is aimed at reducing health problems by carrying out preventative measures such as providing handrails on stairs to help prevent falls, repairing/replacing loose or worn carpet and providing extra lighting inside and outside the property. This work will be carried out in partnership with the NHS, South Yorkshire Fire and Rescue, Health Workers. Category 1 hazards are a statutory responsibility for the Council.

Neighbourhoods Investment Programme 2013/14 to 2017/18

Resources for Investment in Council Housing					
	£000's 2013/14	£000's 2014/15	£000's 2015/16	£000's 2016/17	£000's 2017/18
Depreciation Paid from Revenue	35,284	38,030	38,937	39,900	40,900
Additional Borrowing	0	4,300	1,600	0	0
Revenue Contribution	12,223	0	0	0	0
HRA RTB Receipts cont	900	900	0	1,200	1,200
Leaseholder Contribution	788	1,100	200	200	200
HRA Reserves	6,700	6,885	13,990	13,550	15,600
Sub Total HRA	55,895	51,215	54,727	54,850	57,900
<i>HRA Slippage</i>	<i>12,243</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total HRA Resources	68,138	51,215	54,727	54,850	57,900
Resources for Other Investment					
Energy Grants	500	0	0	0	0
Corporate Resource Pool (PS)	754	500	500	500	500
Specified Capital Grant	1,400	1,400	1,400	1,400	1,400
New Council Homes (HRA Reserves)	600	5,115	2,910	0	0
New Council Homes (One for One Receipts)	0	0	900	0	0
Capital Receipts - Land	569	440	126	126	126
Capital Receipts - RTB	0	0	0	0	0
Capital Receipts - RTB Preserved	50	50	50	50	50
Capital Receipts - Asda Chaucer Maintenance	18	18	18	18	330
Capital Receipts - HMR Recycled	0	0	0	0	0
Sub Total General Resources	3,891	7,523	5,904	2,094	2,406
<i>Non HRA Slippage</i>	<i>3,096</i>	<i>20</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total General Resources	6,987	7,543	5,904	2,094	2,406
Grand Total Resources	75,125	58,758	60,631	56,944	60,306

NB The Capital funding figures, including borrowing, are indicative at this stage. During 2013/14 the debt management strategy will seek to maximise savings on interest rates which will be used to benefit the HRA funding and borrowing positions.

Housing (Appendix 6B)

Neighbourhoods Investment Programme 2013/14 to 2017/18

Spending	£000's 2013/14	£000's 2014/15	£000's 2015/16	£000's 2016/17	£000's 2017/18
Helping younger, older and vulnerable people to live independently	4,520	4,239	3,925	3,925	4,800
Increase the supply of new homes in the city	6,638	7,219	4,278	468	666
Make best use of the city's existing housing stock	48,628	47,280	52,428	52,551	54,840
Sub Total	59,786	58,738	60,631	56,944	60,306
<i>Slippage</i>	15,339	20	0	0	0
Grand Total	75,125	58,758	60,631	56,944	60,306
Funds	75,125	58,758	60,631	56,944	60,306
Variance	0	0	0	0	0

Neighbourhoods Investment Programme 2013/14 to 2017/18

Spending	£000's 2013/14	£000's 2014/15	£000's 2015/16	£000's 2016/17	£000's 2017/18
Decent Homes	27,147	2,599	3,300	0	0
Other Investment in Council Housing	20,536	42,936	48,183	51,606	55,195
Affordable Warmth	500	0	0	0	0
Private Sector Housing	754	520	420	420	420
Regeneration & Renewal	5,968	7,683	3,942	132	330
Supporting Vulnerable People	3,720	3,839	3,625	3,625	3,500
Others	1,161	1,161	1,161	1,161	861
Sub Total	59,786	58,738	60,631	56,944	60,306
<i>Slippage</i>	15,339	20	0	0	0
Grand Total	75,125	58,758	60,631	56,944	60,306
Funds	75,125	58,758	60,631	56,944	60,306
Variance	0	0	0	0	0

PLACE

TRANSPORT CAPITAL PROGRAMME 2013/14

The National Context

1. Each year, the Council delivers a programme of transport projects, funded by external funds made available nationally. The Local Transport Plan (LTP) is the main process used historically by Government and the Department for Transport (DfT) for local authorities to set out their transport strategy and for the nationwide allocation of funds for projects. Sheffield is part of the South Yorkshire Local Transport Partnership, led by the South Yorkshire Integrated Transport Authority (SYITA). Sheffield's share of the LTP was £3.193m in 2012/13, expected to rise to £3.35m for 2013/14 rising to £3.21m for 2013/14.
2. More recently, the Government has created other more dedicated funding streams for transport initiatives for authorities to bid for according to specific guidelines. Local Sustainable Transport Fund (LSTF) and Better Buses Area Fund (BBAF) resources are now both available to the South Yorkshire Partnership following successful bids.
3. The Local Sustainable Transport Fund has been introduced by Government to promote sustainable transport interventions that support economic growth whilst reducing carbon emissions. The LSTF programme is designed to assist economic growth by identifying the places where transport issues are causing concerns; to facilitate travel to work in these places, where currently connectivity is poor; and to increase the attractiveness and awareness of more sustainable modes. It will target people as they make key life choices (for example moving house, changing job, obtaining employment or training). Guidance required the bid to be developed in partnership in order to have a sustainable impact and to have partners from the public, private and voluntary sectors.
4. The "Better Buses Area Fund" is a two-year fund, again based on a South Yorkshire wide bid. The BBAF programme sets out specifically how public transport will help support the economic development of South Yorkshire over the next two years. The programme has three core elements - Smart Ticketing; Smart Infrastructure; and Smart Management. The BBAF bid was approved by DfT in March 2012, with £4.91m shared across the four districts and SYPTE
5. A second Better Buses Fund - "BBA2" – was also announced by Government in late January, one of the "City Deal Asks" and in recognition of the ground-breaking Sheffield Bus Partnership. This will be a national pilot and provide a further source of capital funding over

the next five years, designed to reduce the costs of bus operations and increase patronage. Priorities for use of this fund require agreement across the Bus Partnership and discussions are progressing well.

The Local Agenda

6. The Council's overall transport capital programme is now comprised of several funding streams. Each of these has different priorities and timescales prescribed by Government / DfT as sponsors. The funding streams can be listed in order of increasing flexibility as follows:
 - BBAF
 - (emerging BB2)
 - LSTF Main Bid
 - LSTF Key Component
 - LTP
7. In practice, this means there is a need to ensure complete spend of BBAF resources, followed by the great majority of LSTF funds, with the LTP programme forming a "balance" for other funding (because we have more local flexibility with this). Several schemes such as the Upper Don Valley cycle route involve a combination of (for example) LSTF and LTP funds, and in these cases it is important to fully use the LSTF funds first. The "use it or lose it" nature of other funds inevitably raises the risk of LTP underspend whilst prioritising other funds. This is currently the case with the 12/13 programme
8. Another very significant influence on timing is now the Streets Ahead programme launched as part of the Council's Highways PFI project. This is a Private Finance Initiative project where over £1.2bn will be invested in the city's road network over the next 30 years.
9. The Council's contractor Amey is progressing an initial five-year "core investment period" and most roads and footways in the city will be improved during this time, the works being spread across 108 "zones" to facilitate this. Maximising opportunities to dovetail funding (and therefore value for money) whilst minimising disruption will therefore be central to the priorities for the overall transport capital programme over the next five years.

Better Buses Area Fund Programme

10. The "competitive" nature of the BBAF bidding process means that this programme is also essentially set. Programme management for BBAF is coordinated by the South Yorkshire Passenger Transport Executive (SYPTe), who again has some limited discretion for flexibility, reporting to SYITA. The programme has three core elements:
11. Smart Ticketing: investment is targeted towards smart, multi-operator ticketing solutions. It also provides more cost effective travel for young

people looking to access work or training. This is led by SYPTE.

Deliverables include:

- Production and distribution of 150,000 smartcards
- Smartcards providing three months free travel to young people not in employment, education or training

12. Smart Infrastructure: Making bus journeys on our most important arterial and business routes faster and more reliable by delivering infrastructure improvements. This element is also led by SYPTE. Deliverables within Sheffield include improvements to the Sheffield – Halfway and Ecclesall Road Bus corridors

13. Smart Management: The third component of the (South Yorkshire wide) programme is to ensure that the wider network is effectively managed and enforced to maximise journey speed and efficiency at identified pinch points. Within Sheffield, this element is led by the City Council. Deliverables include:

- highway improvements and associated Traffic Regulation Orders to ensure that existing bus lanes, bus gates, bus stop clearways, no waiting / no loading, keep clear and no waiting restrictions are all clearly understood and can be easily enforced at 19 locations.
- purchase of 4 relocatable enforcement cameras.
- targeted consultation / information / awareness raising campaign.

Local Sustainable Transport Fund Programme

14. The nature of the LSTF bidding process means that the programme is largely fixed, the bid having been endorsed by DfT. Some limited flexibility is possible, this programme management process being coordinated by the South Yorkshire Local Transport Partnership Team, reporting to SYITA.

15. The South Yorkshire LSTF programme consists of two awards, the phase 1 “Key Component” award granted in August 2011 totalling £4.98m; and the Main Bid award granted (in full) in June 2012 totalling £24.60m. Both of these awards cover a period up to 31 March 2015. Sheffield is responsible for leading on the delivery of several of the packages of interventions on behalf of the South Yorkshire Partnership.

16. The “Key Component” Programme features four packages of interventions, totalling £4.98m over four years. These are:

- an enhanced “wheels to work” package
- a cycling package (both capital and revenue)
- “Job Connector” bus services to improve access to employment
- a behavioural change package

17. The “Main Bid” Programme totalling £24.6m across South Yorkshire over three years features:

- the Don Valley Enterprise Corridor (goes all the way from

Sheffield to Rotherham town centres and includes the Enterprise Zone around Tinsley). This includes the Sheffield – Woodhouse Key Bus Route.

- the Barnsley Accessibility Improvement Corridor (linking the Barnsley Accessibility Zone to the North Dearne Villages of Thurnscoe, Goldthorpe and Bolton-upon-Dearne).
- the Dearne Valley Enterprise Corridor (this covers the southern part of the Dearne valley and includes the Enterprise Zone at junction 36 of the M1).
- the Doncaster Regeneration Corridor (which goes from Doncaster town centre towards Adwick), and
- a county-wide “Business and Employer Sustainability Toolbox” (BEST)

Local Transport Plan Programme

18. The LTP is a statutory document that sets out how transport will help support the development of the Sheffield City Region (SCR) over the next 15 years. It comprises a 15 year strategy document covering the Sheffield City Region (2011-2026), together with a series of annual capital programmes for South Yorkshire. Much of this work is undertaken in partnership with South Yorkshire and PTE colleagues, bus operators, South Yorkshire Police and other stakeholders.

Review of LTP Achievements in 2012-13

19. The LTP capital settlement granted to SYITA in 2012/2013 was £11.682 million for Integrated Transport, of which approx. £3.193m was allocated to the City Council.

20. The broad make-up of the 2012/13 LTP programme is as follows:

Programme Block	£ million
Road Safety schemes	0.598
Community Assemblies	0.280
Action for pedestrians	0.390
Action for cyclists	0.386
Traffic management schemes	0.830
Public Transport measures	0.340
LTP management, monitoring, development and other small scale initiatives	0.369
Total	3.193

21. Some headlines relating to the 2012/13 LTP programme are as follows:

- road accidents have continued to reduce, no child fatalities;
- new programme of 20mph schemes plus “zig-zag” markings started, in partnership with South Yorkshire Police;
- Ground-breaking “Sheffield Bus Partnership” launched in October (with five-year Joint Investment Plan for vehicles and highway infrastructure);
- 5 km of cycle routes constructed;
- the £2m Connect2 cycle route linking Halfway and Killamarsh was completed (National Lottery funds, partners included Sustrans, Derbyshire and Rotherham Councils);
- Dore Park & Ride started on site (led by SYPTE) review of lorry routes undertaken, priority locations identified for treatment;
- Penistone Road / Bradfield Road “Driving me Crazy “ congestion-busting scheme completed;
- overall peak period journey times for all road users have reduced from 3.04 minutes per mile to 3.01 minutes per mile; and
- the “Streets Ahead” highways maintenance contract started in August. Although not funded through the LTP, many transport schemes over the next five years will be designed such that they are built by Amey within their maintenance programme.

The Proposed LTP Capital Programme for 2013-14

22. For 2013/14, it is anticipated that approximately £3.21m will be allocated for LTP Integrated Transport measures to Sheffield and subsequently endorsed by SYITA. For good programme planning purposes Cabinet Highways Committee approved provisional allocations for a number of priorities in December 2012. It is envisaged that the final allocation will be confirmed at the SYITA meeting in April 2012, and then the Council’s Cabinet Highways Committee on 26th April 2012 with individual schemes being progressed through the Capital Approval Process during the year. A similar timescale is envisaged for the 2013-14 programme.

23. For 2013/14, there are a number of **commitments for continuing existing initiatives**. These include:

- 20mph speed limits outside schools and in residential areas – implementing an agreed programme of 20mph areas where needed across the city, plus associated parking restrictions such as zig-zags outside school gates. The key priority remains on reducing child casualties.
- Accident reduction schemes - additional funding for more schemes to improve road safety, from existing lists of known problem sites.

- School entrance schemes – continued work at school entrances to improve visibility of school children, managing speeds and parking appropriately (It is proposed that school entrance work be developed in parallel with other citywide initiatives for pedestrians being assessed to maximise integration with the “Streets Ahead” programme (see paragraph 4.16 below)
 - Crookes /Nile Street pedestrian crossing - complete design and contract documents in readiness for construction in the Year 2 “Streets Ahead” programme
 - Cycle Routes - continued progress on a programme of off-street routes, encouraging more people to try different ways of travelling to work and adopt healthier lifestyles whilst avoiding congestion. The LTP investment forms “match-funding” for the LSTF programme
 - Sheffield Bus Agreement Work –the Council’s contribution to the recently launched Bus Partnership focuses on dealing with bus hotspots and developing Key Bus Routes to help prevent buses getting stuck in congestion and hence improve reliability and increase patronage.
 - Continued contribution to contract preparation work for the Bus Rapid Transit (North) project in the Lower Don Valley, which now has approval for Government funding.
 - High Occupancy Vehicle (HOV) Lanes, “No Car” lanes – exploring the potential for making best use of existing and new bus lanes to accommodate vehicles with more than one occupant during the main PFI contract, to help minimise disruption during the ‘Streets Ahead’ project
 - Permit Parking schemes – continued development and implementation of this programme, building on work already done with local communities.
24. 2013/14 will also see a series of **new processes and initiatives to get the most out of the Streets Ahead programme**. These would all be developed on a zonal basis to integrate with the Amey “Core Investment Programme” and would include:
- A citywide programme of projects under the banner of “Actions linked with the Streets Ahead Programme”, including pedestrian crossings, refuge islands, school entrance schemes, minor on-street improvements for cycling; and the current “Driving Me Crazy” programme of minor traffic management measures facilities – all focussed on the twenty zones where Amey are programmed to be working next year;

- Another city-wide programme, again linked to Streets Ahead, of smaller scale opportunities such as provision of dropped crossings, guard rails, removal of old street clutter etc – identified jointly with Amey for each zone and seeking local Ward Member involvement.

25. Arising from the above and recognising the overall imperative to align the Capital Programme as much possible with Amey’s “core” programme, the following Programme Blocks have been provisionally recommended by Cabinet Highways Committee:

Programme Block	£ million
Road Safety schemes	0.450
Opportunities to improve community accessibility aligned with the “Streets Ahead” Programme	1.460
Action for cyclists	0.200
Traffic management schemes	0.220
Public Transport measures	0.350
“Streets Ahead” Commuted Sum (provisional figure)	0.600
LTP management, monitoring, development and other small scale initiatives	0.220
Total (£3.210 provisionally available)	3.500

26. The advent of the “Streets Ahead” Programme, and the new programme blocks set out in paragraph 22 above, make it difficult to draw comparisons with the 2012/13 programme. For instance, road safety initiatives and investment in cycling facilities both increase compared with last year. The Local Transport Plan also continues to provide match-funding for some elements of the LSTF programme – cycling schemes again are an example of this.

Property and Facilities Management Programme

1. National Context

The main National issues impacting the Property & Facilities Management (P&FM) capital programme are as follows:

- The reduction of Central Government capital grant.
- The Government austerity programme
- The World-wide Recession.

2. The Local Agenda

The P&FM response to issues created by the National context are described below.

The reduction of available Capital

The reduction of the capital grant reduces the amount of budget available for the Council to spend, which has a direct impact on the ability of P&FM to invest in the Council infrastructure. The P&FM response is to use the Asset rationalisation programme to optimise the operational estate, including accommodation, to identify and dispose of property that is vacant or no longer required and where possible, reinvest any receipt realised to fund future infrastructure projects on the approved Council capital programme. After a decade of sustained capital investment prior to the current recession we are also duty bound to ensure that effective programmed maintenance regimes are in place to protect the long term sustainability of our assets and our buildings meet all statutory health and safety requirements to safeguard occupiers and service users.

The Government austerity programme

The Government austerity programme is also having a direct impact on the citizens of Sheffield by driving up demand for many Council services. As the service responsible for managing the property from which Council services are delivered P&FM therefore need to ensure that we have efficient fit for purpose property. The P&FM Community Investment Plan, an integral part of the asset rationalisation process will deliver an optimal Local Authority Estate in the right location and in good condition, from which services to the Public can be delivered. Where possible we are working closely with other Public Sector partners to share resources and offer complementary services.

The World-wide Recession.

The Recession itself makes the disposal of land and property at fair price more difficult to achieve. In order to ensure that assets that we can dispose of in current market conditions can be effectively processes the service has

embarked on a programme of registration of assets with the Land Registry, streamlining future asset disposals. The P&FM asset enhancement programme additionally ensures that value added measures are applied to any proposed disposal so that the best attainable market value can be achieved.

Additionally much consideration is being given to the use of the Council's asset base to lever economic regeneration and to boost growth and employment. Reinvestment of receipts from surplus assets into the Council approved Sheffield Investment Fund will fund additional capital schemes that can give the City and its businesses a head start once the economy finally emerges from recession. Development work with our other public and private partners is also being explored to lever further regeneration of several neglected areas within the City.

3. What else has been achieved in 2012/13?

In addition to the preceding much has already been achieved in this Financial Year:

The long standing requirement to provide a replacement for Castle Market has now been realised. In a development agreement with Scottish Widows, work is now underway to construct a new indoor market complex on the Moor together with eight new retail units and a comprehensive redevelopment of the existing Moor retail facades and street scene. Further private sector investment has been made such as the conversion into student accommodation of the empty floors above the Atkinson's department store.

The recent expiry of office accommodation leasehold interests has provided the opportunity to replace mostly poor quality accommodation totalling the equivalent of 31% of the estate allowing the Council to make substantial saving on its leasing costs and to demonstrate its ongoing commitment to sustainability through a significant reduction of its carbon footprint. To complement this strategy the Council has also adopted a workplace transformation strategy. Successful implementation of Workstyle is critical to maximising the savings from our accommodation strategy. We therefore have carried out a great deal of internal work to ensure that Workstyle is workable; the approved standards and Human Resources policies are coherent and can be practically applied across a range of different types of team and services

We are now able to properly evidence the safe and efficient management of our property portfolio that will be reflected in reduced insurance premiums in the future

4. The Capital Programme 2013/14

The key components of the 2013/14 Capital Programme are as below.

Projects which are included in the approved programme:

New Indoor Market

Replacement of the fifty years old plus Castle Indoor Market as part of the plan to regenerate the city centre.

2013/14	2014/15	2015/16	2016/17	2017/18
£9,091k	£33k			

Essential Infrastructure: Castle Markets de-commissioning & heritage preservation.

This is for the demolition and enhancement of the Old Castle Markets site following the opening of the new Moors Market.

2013/14	2014/15	2015/16	2016/17	2017/18
£862k	£3,246k			

Wider Accommodation

A key project to reduce Council accommodation costs by introducing modern office design practice leading to a reduced demand for floor space.

2013/14	2014/15	2015/16	2016/17	2017/18
£8,523k	£1,025k	£77k		

Essential Infrastructure: Keeping the Council's estate safe

This is a specific programme to ensure the Council's buildings are compliant with Health and Safety legislation.

2013/14	2014/15	2015/16	2016/17	2017/18
£1,886k	£1,886k			

Essential Infrastructure: Maintaining the Council's estate in a safe and efficient state of repair.

This refurbishment and long term maintenance of the Council's buildings

2013/14	2014/15	2015/16	2016/17	2017/18
£4,152k	£594k			

Transport Fleet Renewal

£668k is provided in 2013-14 for the renewal of the Council's road transport fleet on a rolling programme. This fleet predominantly provides minibuses for special needs members of the community.

Projects which have been identified as priorities for funding from capital receipts.

A). Asset rationalisation

To support our reduction in the costs of the management of vacant properties, we may demolish properties to enhance the value and improve the sales potential of the cleared sites. This is one of the priority commitments included in the proposed programme referred to in Table 1 of Appendix 4.

2013/14	2014/15	2015/16	2016/17	2017/18
£250K	£100K	£100K	£100K	

E). Asset enhancement

This is to provide funding to improve the value of the Council Estate either to retain or dispose of sites and buildings at improved market values by undertaking preparatory planning or site investigation work to make them ready for development.

2013/14	2014/15	2015/16	2016/17	2017/18
£1,500K	£1,500K	£1,500K	£1,500K	£1,500K

The following programmes are the subject of bids to the Capital Resource Pool (CRP) and will be considered as part of the overall investment strategy.

Voluntary registration

This project is to increase the amount of council land and property formally registered with the Land Registry Service. It is an essential step to facilitating future disposals. The Capital requirement is for the costs of the Project team.

2013/14	2014/15	2015/16	2016/17	2017/18
£280K	£280K			

Community Investment Plan (CIP)

The CIP will deliver an optimal Local Authority Estate in the right location and in good condition, from which service to the Public can be delivered. The proposed programme below reflects a measured approach and could be accelerated if more capital was available.

2013/14	2014/15	2015/16	2015/17	2017/18
£200K	£ 600K	£2,000K	£1,700K	

Operational planned refurbishment/ asset Improvement.

This is to provide for planned programmes of refurbishment to the Council Estate in lieu of unplanned repairs and maintenance. This will enable the release of revenue to support capital funding for addressing the refurbishment needs of the Central Library and Graves Gallery.

2013/14	2014/15	2015/16	2016/17	2017/18
£ 300K	£1,300K	£1,300K	£1,300K	£1,300K

Sheffield Investment Fund. (SIF)

The SIF is a long term strategy agreed by the Cabinet to provide start up funding for businesses creating jobs for the Sheffield workforce. There is an initial allocation of £2m in 2013/14 which could grow to a much larger figure as the Asset Enhancement delivers more capital receipts

2013/14	2014/15	2015/16	2016/17	2017/18
£2,000K				

Successful Children – Academies Disposal costs.

Disposal fees/costs associated with capital asset disposals to Academy trusts and Sheffield Housing Company.

2013/14	2014/15	2015/16	2016/17	2017/18
£500k	£400K			

5 The Outcomes

The key property objectives that underpin delivery of the outcomes of the Corporate Plan are as follows:

1. Ensuring that property is in a condition appropriate to use and need, safe and compliant with legislation and suitable and sufficient for the services delivered.

2. Ensuring that all possible cross-cutting opportunities are realised both within the Council and with other public bodies. (Asset Rationalisation, Community Investment Plan)
3. Gathering, maintaining and updating key property information.
4. Emphasising the importance of facilities management as integral to good estate management.
5. Maximising capital value, taking into account local priorities.
6. Maximising income from our commercial estate.
7. Releasing latent value in surplus property for reinvestment.
8. Rationalising assets that do not support the Corporate Plan
9. Pursuing centralisation of all property related budgets to enable corporate prioritisation of property expenditure.

The relationships between these objectives and our corporate priorities are illustrated in table 1 below.

Property Objective	1	2	3	4	5	6	7	8	9
Corporate Objective									
Competitive Economy	x	x	x	X	X	X	X	X	X
Better Health	X	X		X					
Successful Children	X	X	X	X	X		X	X	
Social Inclusion	X	X	X	X	X		X	X	
Safe Communities	X	X	X	X	X		X	X	
Great Place to Live	X	X	X	X	X	X	X	X	
Environmentally Responsible	X	X	X	X	X		X	X	X
Vibrant City	X	X	X	X	X	X	X	X	X

Sustainability

The impact on sustainability of our built environment is immense both in terms of the resources required to build and maintain our assets and the energy requirements of running them. Our approach to sustainability therefore

emphasises both the efficiency and moral benefits of reducing their estates energy consumption and carbon footprint.

Recent capital building programmes across the Council have taken the opportunity to incorporate sustainable elements into all aspects of design, construction and supply chain. Whilst these measures realise significant benefits even after a decade of high level capital investment in our buildings much of the existing stock is still long standing stock with poor energy performance.

The measures to reduce the carbon emissions and deliver sustainability in this rump estate can be classified into a number of strands.

Firstly priority is being given to the implementation of policies to deliver more efficient utilisation of existing assets. A key component of P&FM's asset management strategy is the introduction of active workplace management. Informed by its asset management database and linked to the Community Investment Programme to deliver efficient use of space and will remove buildings with poor energy performance. Our Accommodation Strategy has already illustrated how removal of surplus space can significantly improve the Council's energy consumption performance:

Option	CO ₂ tonnes per year – all fuels	% reduction in CO ₂ from current position	Kg of CO ₂ per m ² of floor space	Carbon Reduction Commitment cost per year at a starting price of £12/tonne
Current Position	6571	0	87	£72K
Retain Moorfoot	3362	-49%	90	£35K
Lease Balance	3021	-54%	87	£33K
New Build Balance	2554	-61%	73	£28K

Additionally the energy performance and construction information that we hold informs the choice of future capital investment energy efficiency measures that can be retrofitted into our retained stock.

COMMUNITIES CAPITAL PROGRAMME

National Context

The last few decades have seen an increase in life expectancy leading to greater demands on resources for adult social care. Personalisation and the move to self directed support for adults with social care needs means fundamental changes to how care is provided with individuals having choice and control over planning and managing their own support to meet their needs. As well as moving towards a more person centred approach to adult social care we are continuing to invest in prevention and early intervention to help people retain and regain their independence for longer. This includes avoiding unnecessary hospital admissions and making sure our support helps people to stabilise and recover rather than needing more expensive and long term support. We are successfully helping people to stay at home and stay independent for longer and to have choice and control in how their needs are met.

This has an impact on the capital strategy with less investment in traditional forms of care provision such as residential care homes and day centres. Indeed a number of these have been decommissioned and either disposed of or demolished. The focus is now on building the capability and infrastructure to support Personalisation and to establish a whole systems approach to delivering Health and Social Care provided services.

Like all other public services, the portfolio faces reduced central government support for its revenue budget at a time when demand and costs are increasing.

Local Agenda

In order to respond to these challenges the portfolio has sought to reduce its revenue costs by investing in better infrastructure – both buildings and ICT.

The portfolio is participating in the Authority wide Community Investment Plan which aims to make best use of the Council's existing assets by increasing the utilisation of the more economical community resource centres and disposing of the expensive to run buildings.

The portfolio is also engaged with the informatics workstream of the Right First Time programme (lead by Health) which provides the local strategic response to the Department of Health's recent 'Power of Information' strategy. This ten year strategy from DoH sets out the framework for transforming information for the NHS, public health and social care and is the context for further confirmed capital grants from DoH in 13/14 and 14/15.

Review of what has been achieved in 2012-13

In 2012 -13 the portfolio expects to have made substantial progress in delivering improved ICT infrastructure and capability in Adults Assessment and Care Management (A&CM) through the effective delivery of the Business Systems and Information (BS&I) Programme. This approach to service improvement combines lean systems thinking and business process improvement with ICT solutions and is already delivering customer service improvements and enabling significant revenue budget savings in adults social work teams. In addition to increased capability within A&CM the (BS&I) Programme has successfully delivered an Electronic Document and Records Management solution and rolled out mobile working tablet devices supporting improved access to information and faster decision making in assessment and support planning processes.

The PCT/SCC Reconfiguration Accommodation Strategy is part of the Health Reconfiguration Programme, to re-organise a group of services which transferred from the PCT, to modernise the current services, improve outcomes for 270 individuals and ensure sustainability of future service models.

The Radio Frequency Identification technology has been installed in a number of libraries enabling users to issue and return materials more quickly. This means more efficient stock management and reduced operating costs.

The Capital Programme 2013-14

The submitted programme described in Appendix 10 totals £1.46m and will complete the current projects underway in 2012-13 in order to deliver improved outcomes for customers, reduce operating costs and help to sustain key services for the future.

Officers are currently drawing up further project proposals which will be brought forward as part of the monthly capital approvals process. These have been agreed as priorities within the Communities portfolio and include:

Further ICT and systems solutions to be delivered through the BSI Programme. All projects are assessed for alignment with the portfolio's Information Strategy and the recent Department of Health 'Power of Information' 10 year strategy. Proposals that have been prioritised by the Portfolio include: an off line mobile working solution in adult social care; ICT solutions to underpin the supported accommodation pathway for housing related support, contracts management and the social care accounts service; the project to link NHS numbers to Carefirst records; and potential further roll out of Electronic Document Record Management System in adult social care. Further projects are currently being explored with BIS around developing business intelligence capability (performance and management information).

Collectively these projects will deliver a range of improved customer outcomes these include;

- Increased personalisation and reduced timescales for assessments and access to services for the homeless,
- Further improvements to the A&CM assessment and support planning timescales leading to faster decision-making and timeliness of support being in place.
- Improved quality assurance of contracted and non-contracted Adult Social Care support providers
- Improved transition through Health and Service Care services

Non ICT proposals in response to the changing landscape of care provision. These projects include potential capital investment to support the proposed decommissioning of two dementia resource centres (Norbury and Bole Hill View). In addition further capital proposals are anticipated to support developing plans for re-provision of adult social care including refurbishment of existing or alternative buildings in consultation with customers.

Supported housing programme. New provision for specific client groups has been identified as a priority through the Supporting People Strategy. In 13/14 a series of new schemes will be developed both to replace existing poor quality accommodation and to create new housing units including a domestic abuse refuge, housing for people with mental health issues and older persons' housing at Stocksbridge. In general these projects are funded through a combination of Homes and Communities Agency grant and investment from Registered Providers, with the Council being asked to contribute land at nil value. However some projects may require contributions from the capital programme.

Summary of 2013/14 Capital Projects by Portfolio

Appendix 10

2013-14 Approved Capital Programme

Values in £'000s	Expenditure						Total
	-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-	
Resources	18,001	15,432	24,514	6,784	77	-	64,807
CYPF	252,086	67,504	33,284	4,603	-	-	357,476
Communities	4,282	2,494	1,460	-	-	-	8,236
Place	13,214	12,036	10,646	1,801	1	1	37,699
Place: Housing Programme	248,595	50,953	75,125	58,757	60,631	117,251	611,312
Place Highways	50,545	18,836	1,403	370	-	-	71,154
Total	586,722	167,254	146,432	72,315	60,710	117,252	1,150,683

RESOURCES

APPENDIX 10

Resources	Values in £'000s		Expenditure							Total
	Project Start	Project End	Approval Status	-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-	
97976 - HUTCLIFFE WOOD ROOF (Q00001)	JUN 2011	OCT 2011	Approved - Active	88	7	170				96
Q00001 - ROOF RENEWALS PROGRAMME	APR 2010	MAR 2013	Approval Requested		-					170
^FIRE SAFETY MANAGEMENT										
90017 - FIRE STRATEGY WORKS	JAN 2013	APR 2013	Approval Requested		205	145				350
^ALLOTMENT INVESTMENT										
91533 - ALLOTMENTS INVESTMENT PROGRAMM (Q00002)	APR 2010	SEP 2011	Approved - Active	213	8	50				221
Q00002 - ALLOTMENTS INVESTMENT PROGRAMME	APR 2010	MAR 2014	Approval Requested		-					50
^LEISURE FACILITIES										
94375 - KING EDWARD BATHS	JAN 2012	FEB 2012	Approved - Active		50					50
Q00005 - INVESTMENT INTO LEISURE FACILITIES	APR 2010	MAR 2012	Approved - Active		44					44
^COUNCIL PROP ESTATE										
90018 - FORUM HOUSE	NOV 2012	MAR 2013	Approval Requested		103					103
^FLOOD REPAIRS										
^FLOOD REPAIRS										
92434 - KELHAM ISLAND -FLOOD	JUN 2010	MAR 2014	Approval Requested	947	-	53				1,000
92435 - INFRASTRUCTURE-FLOOD	APR 2010	SEP 2011	Approved - Active	1,530	71					1,600
^LIBRARIES										
^LIBRARIES										
90114 - CENTRAL LIBRARY ROOF (Q00010)	FEB 2011	MAY 2011	Approved - Active	133	5					138
94362 - BROOMHILL LIBRARY	JAN 2012	DEC 2014	Approval Requested	0	-	300				300
94388 - CENTRAL LIBRARYSTRUCTURALCOMP (Q00010)	SEP 2010	MAY 2011	Approved - Active	199	79					278
94416 - CENTRAL LIBRARY REMEDIAL WORK (Q00010)	APR 2011	SEP 2011	Approved - Active	26	99					125
Q00010 - CENTRAL LIBRARY	APR 2010	MAR 2014	Approval Requested		-	124				124
^LAND ACQUISITION										
^LAND ACQUISITION										
90010 - UTC SITE - PORTER BROOK	APR 2012	AUG 2013	Approved - Active		1,060					1,060
^OFFICE ACCOM EFFICIENCIES										
^OFFICE ACCOM EFFICIENCIES										
^MOORFOOT										
90120 - MOORFOOT	APR 2010	MAR 2015	Approval Requested	1,666	1,154	5,287	650			8,756
^WORKSTYLING										
90123 - 1-3 PEAK MOUNT CRYSTAL PEAKS	APR 2012	JUL 2012	Approved - Active		-	8				460
90132 - CITY CENTRE CIVIC ACCOM/PROJ MGMT	APR 2013	SEP 2013	Approved - Active	2	(2)	2,180	375	77		2,180
90133 - HOWDEN HOUSE ACCOMM STRATEGY	SEP 2011	MAR 2013	Approved - Active	16	56	1,048				1,120
^DEMOLITIONS										
^DEMOLITIONS										
90012 - CASTLE MARKET DECOMMISSIONING	JAN 2013	AUG 2014	Approval Requested		294	862	3,246			4,402
90121 - CHANGE TO RAVENSCROFT OPH (Q00046)	MAR 2011	JUL 2011	Approved - Active	56	9					65
90125 - PLACE DEMOLITION PROGRAMME (Q00046)	MAR 2011	APR 2011	Approved - Active	26	3					29
90137 - DEMO OF HANDSWORTH CC & BC (Q00046)	JAN 2012	JUN 2012	Approved - Active	0	45					45
92446 - DEMOLITION OF FOXWOOD (Q00046)	MAY 2011	SEP 2011	Approved - Active	47	3					50
Q00046 - Demolitions	APR 2010	MAR 2012	Approved - Active		111					111
^MOOR MARKETS										
^MOOR MARKETS										
90126 - MOOR MARKET SERVICE YARD	SEP 2011	MAR 2015	Approved - Active	833	721	56	12			789
^MOOR MARKET										
94402 - NEW MARKET DEVELOPMENT	MAR 2012	MAR 2015	Approval Requested		7,347	9,035	21			17,237
^ASSET ENHANCEMENT										

	Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total	
					-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-		
CYPD												
^BASIC NEED PROVISION												
^CAPITAL DELIVERY UNIT												
^PRIMARY POPULATION GROWTH												
^EXTENSION												
^EXTENSION												
97937 - MOSBOROUGH		APR 2010	AUG 2012	Approved - Active	1,160	81						1,240
Q00061 - Basic Need - Popn Growth - Phs 2		APR 2011	MAR 2014	Approved - Active		4,754	4,443					9,196
^PRIMARY POPULATION GROWTH 2												
^EXTENSION												
^EXTENSION												
90678 - POP'N GROWTH PHS 2 - F&DESIGN		JAN 2008	MAR 2013	Approved - Active	15	345						360
^MAINLINE PROGRAMME												
^CAPITAL PROGRAMME												
^DEVELOPMENT												
^DEVELOPMENT												
90731 - NEW PMY - NORTH EAST 1 (Q00061)		NOV 2012	DEC 2014	Approved - Active		344	3,286	2,150				5,780
90732 - NEW PMY - NORTH EAST 2 (Q00061)		NOV 2012	DEC 2014	Approved - Active		410	3,160	1,980				5,550
^BSF												
^CAPITAL DELIVERY UNIT												
^WAVE 1												
^REFURB												
^REFURB												
90607 - HIGH STORRS		JUN 2009	DEC 2013	Approved - Active	29,490	1,316						30,807
^WAVE 4												
^HIGHWAYS MAINTENANCE												
^HIGHWAYS (EXCEPTIONAL MAINT)												
90710 - GLOSSOP ROAD COLLAPSE		OCT 2011	MAR 2013	Approved - Active	791	209						1,000
^REFURB												
^REFURB												
90615 - BENTS GREEN		NOV 2009	MAY 2017	Approved - Active	13,585	(369)						13,226
90616 - ALL SAINTS		JAN 2010	MAR 2013	Approved - Active	15,166	703						15,869
90618 - FIR VALE EXPANSION		AUG 2010	MAR 2013	Approved - Active	4,713	9						4,722
90619 - PARKWOOD		APR 2010	MAR 2014	Approved - Active	18,158	1,917						20,076
90620 - KING EDWARDS (UP)		APR 2010	SEP 2012	Approved - Active	18,510	2,268						20,777
90622 - CITY		APR 2010	MAR 2013	Approved - Active	17,926	6,126						24,052
90623 - STOCKSBRIDGE		APR 2010	APR 2013	Approved - Active	15,419	4,530						19,948
90624 - BIRLEY		MAY 2010	JUL 2013	Approved - Active	16,056	3,672	702					20,430
90625 - HANDSWORTH GRANGE		OCT 2010	MAY 2013	Approved - Active	7,013	6,681	2,209					15,903
90626 - NOTRE DAME		MAR 2011	JUN 2013	Approved - Active	9,160	1,635	187					10,982
90627 - ADD'L PUPIL PLACES(SECONDARY)		MAR 2011	MAR 2014	Approval Requested	458	500	7,000					7,956
^FEES												
^FEES												
90613 - SCC INTERNAL PROG. COSTS - W4		JAN 2010	NOV 2014	Approved - Active	3,055	742	472					4,269
90614 - LEP BUSINESS PLAN - W4		MAR 2010	APR 2015	Approved - Active	1,192	694	238					2,197
90639 - SCC CONTRACT COSTS - W4		JAN 2008	APR 2014	Approved - Active	1,741	4,538		73				6,279
^NEW BUILD												
^NEW BUILD												

Values in £'000s	Project Start	Project End	Approval Status	Expenditure					Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	
^CHILDRENS COMMISSIONER ^SPECIAL EDUCATIONAL NEEDS ^CYP OTHER SCHEMES ^EQUIPMENT 90548 - SCHOOLS ACCESS INITIATIVE ^EARLY YEARS ^CHILDRENS COMMISSIONER ^CHILDREN'S HOMES ^CYP OTHER SCHEMES ^REFURB 97401 - SECURE HOMES - ALDINE REFURB ^CYP OTHER SCHEMES ^REFURB ^REFURB 90421 - LOWFIELD ^EXTENSION ^EXTENSION 90416 - QUALITY AND ACCESS (Q00042) ^CYP OTHER SCHEMES ^EXTENSION 97933 - LOWFIELD U-MIX FACILITY ^YOUTH CAPITAL FUND ^LIFE LONG LEARNING SERVS ^MAINLINE PROGRAMME ^REFURB ^REFURB 90641 - SHEAF TRAINING CENTRE 90726 - MILAN CENTRE REFURBISHMENT ^SHORT BREAKS FOR CHILDREN ^CHILDRENS COMMISSIONER ^CYP OTHER SCHEMES ^CYP OTHER SCHEMES AHDC 90694 - SHORT BREAKS ^OTHER CYP SCHEMES ^P&FM CAPITAL SCHEME ^SERVICE DISTRICTS ^REFURB ^REFURB 90403 - SD B SHIREGREEN/BURNGREAVE 90407 - SHARROW JUNIOR SCHOOL (Q00054) ^CAPITAL DELIVERY UNIT ^MAINLINE PROGRAMME ^CYP OTHER SCHEMES ^INFRASTRUCTURE 90352 - HIGHWAYS - FORGE VALLEY ^CHILDREN & FAMILIES ^CYP OTHER SCHEMES ^DEMOLITIONS ^CYP OTHER SCHEMES	APR 2010 NOV 2011 MAR 2009 JAN 2008 DEC 2010 JAN 2008 DEC 2012 SEP 2011 JAN 2008 DEC 2010 APR 2010	MAR 2013 JUL 2012 MAR 2013 MAR 2013 DEC 2012 MAR 2013 MAR 2013 MAR 2014 MAR 2013 DEC 2012 MAR 2013	Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active Approval Requested Approval Requested Approved - Active Approved - Active Approved - Active	1,182 380 1,940 5,623 2,471 3,330 100 682 45 2,174	129 153 35 126 316 33 40 183 133 455 612	150	1,311 533 1,975 5,750 2,787 3,363 40 433 815 500 2,787		

Values in £'000s	Expenditure							Total	
	Project Start	Project End	Approval Status	-2012	2012-2013	2013-2014	2014-2015		2015-2016
90705 - WISEWOOD SCHOOL DEMOLITION	SEP 2011	APR 2013	Approved - Active	12	155				167
90706 - TALBOT SCHOOL DEMOLITION	SEP 2011	MAR 2013	Approved - Active	61	58				118
90707 - ABBEYDALE GR SCHOOL DEMO	SEP 2011	APR 2013	Approved - Active	64	107				171
^CYP OTHER SCHEMES									
^CYP OTHER SCHEMES									
94462 - THORNBRIDGE - STRUCTURAL	OCT 2011	MAR 2013	Approved - Active	7	178				185
^CHILDRENS COMMISSIONER									
^CYP OTHER SCHEMES									
^INVEST TO SAVE									
^INVEST TO SAVE									
90704 - FOSTER CARER HOUSING ENHANCE	SEP 2011	APR 2015	Approval Requested		200	600	400		1,200
^CAPITAL RECEIPT									
^CAPITAL DELIVERY UNIT									
^MAINLINE PROGRAMME									
^CYP OTHER SCHEMES									
^INFRASTRUCTURE									
90361 - BSF PH1 - INFRASTRUCTURE	JAN 2008	MAR 2013	Approved - Active	3,343	693				4,037
^EQUIPMENT									
90667 - YEWLANDS SCHOOL TECHNOLOGY COL. (Q00053)	MAR 2011	MAR 2013	Approved - Active	10	25				35
90669 - FIRTH PARK COMMUNITY ARTS COLL. (Q00053)	MAR 2011	DEC 2012	Approved - Active	34	1				35
90670 - FORGE VALLEY (Q00053)	NOV 2010	MAR 2013	Approved - Active	160	225				385
90671 - KING EDWARDS VII SCHOOL (Q00053)	NOV 2010	MAR 2013	Approved - Active		210				210
90672 - WISEWOOD SPORT CENTRE (Q00053)	NOV 2010	MAR 2013	Approved - Active	7	208				215
90673 - THE CITY SCHOOL (Q00053)	NOV 2010	MAR 2013	Approved - Active		735				735
90675 - ABBEYDALE (Q00053)	NOV 2010	MAR 2013	Approved - Active	10	300				310
90676 - PRIMARY SCHOOLS (Q00053)	NOV 2010	SEP 2012	Approved - Active	14	11				25
^DEVOLVED FORMULA CAPITAL									
^CAPITAL DELIVERY UNIT									
^MAINLINE PROGRAMME									
^CYP OTHER SCHEMES									
^CYP OTHER SCHEMES									
90448 - SF DEVOLVED CAPITAL 2011-12	APR 2011	MAR 2014	Approval Requested	4,960	3,442	3,000			11,402
^SINGLE CAPITAL POT									
^P&FM CAPITAL SCHEME									
^CHILDREN'S HOMES									
^REFURB									
^REFURB									
90555 - CHILDRENS HOMES	APR 2010	MAR 2013	Approved - Active	501	110				611
^MAINLINE PROGRAMME									
^CYP OTHER SCHEMES									
^REFURB									
90554 - ASBESTOS REMOVAL	APR 2010	MAR 2013	Approved - Active	1,502	144				1,646
^CAPACITY, PLANNING & DEVELOPM									
^CAPITAL DELIVERY UNIT									
^CYP OTHER SCHEMES									
^MOBILE									
^MOBILE									
90727 - MOBILE REPLACEMENTS	MAY 2012	DEC 2012	Approved - Active		230				230
^MAINLINE PROGRAMME									
^CAPITAL PROGRAMME									

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-	
^DEVELOPMENT ^MECHANICAL 90711 - PPG2 - HINDE HOUSE PRIMARY (Q00061) 90712 - PPG2 - TINSLEY MOBILES (Q00061) 90713 - PPG2 - HILLSBOROUGH PRIMARY (Q00061) 90714 - PPG2 - ACRES HILL PMY (Q00061) 90715 - PPG2 - OUGHTIBRIDGE PMY (Q00061) 90733 - INTAKE PMY - MOBILE REPLACE ^OTHER CAPITAL SCHEMES ^MECHANICAL 90709 - H,IM & E DESIGN ^UNALLOCATED ^MECHANICAL ^MECHANICAL 94461 - PMY MAINT HEATING -STRADBROKE ^CHILDRENS SPECIALIST SERVICE ^CHILDRENS COMMISSIONER ^EXTENDED SCHOOLS ^NEW BUILD LOCAL GROWTH FUND PROJECTS 90716 - GRACE OWEN NURSERY	NOV 2011 DEC 2011 JAN 2012 DEC 2011 SEP 2012 DEC 2012	SEP 2012 SEP 2012 SEP 2012 SEP 2012 AUG 2013 OCT 2013 MAR 2014 MAR 2013 AUG 2013	Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active Approval Requested Approval Requested Approved - Active Approval Requested	525 288 800 85 - 72 89 311 60 1,152 354 252,086	525 288 800 85 158 190 250 1,152 541 67,504	- - - - - - - - 33,284 4,603	- - - - - - - - - -	525 288 800 85 158 262 650 1,212 895 357,476		
Total				252,086	67,504	33,284	4,603	-	-	357,476

COMMUNITIES

APPENDIX 10

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total	
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-		
COMMUNITIES											
^LEARNING DISABILITIES											
^P&FM CAPITAL SCHEME											
^ESTATES STRATEGY											
^ESTATES STRATEGY											
ESTATES STRATEGY											
97041 - SHORT BREAKS CO-LOCATION	JUN 2012	MAR 2013	Approved - Active	534	100						100
^COMMUNITY SAFETY											
^COMMUNITY SAFETY											
^COMMUNITY SAFETY											
^COMMUNITY SAFETY											
^COMMUNITY SAFETY											
97790 - CLIMATE IMPACT FUND	APR 2010	MAR 2013	Approved - Active	534	216						751
^LIBRARIES											
^LIBRARIES											
^LIBRARIES											
93939 - PARSON CROSS LIBRARY PROJECT	APR 2008	MAR 2012	Approved - Active	2,437	254						2,690
94002 - RFID PROJECT	APR 2010	MAR 2013	Approved - Active	745	155						900
CARE AND SUPPORT											
^CARE & SUPPORT											
^PERFORMANCE & RESOURCES											
^PERFORMANCE & RESOURCES											
PERFORMANCE & RESOURCES											
97037 - ICT INFRASTRUCTURE (Q00013)	DEC 2011	MAR 2014	Approval Requested	566	1,108	568					2,243
^CC CAPITAL SCHEMES											
^P&FM CAPITAL SCHEME											
^ESTATES STRATEGY											
^ESTATES STRATEGY											
ESTATES STRATEGY											
97941 - CBT WINCOBANK COMMUNITY BLDG	APR 2012	MAR 2014	Approved - Active		55	185					240
^CARE & SUPPORT											
^OTHER CAPITAL SCHEMES											
^OTHER SCHEMES											
CC CAPITAL SCHEMES											
97042 - PCT/SCC-RECONFIG.ACCOMM.STRAT	SEP 2012	SEP 2013	Approved - Active		355	385					740
COMMUNITY BLDs MAINT/BACKLOG/H&S											
COMMUNITY BLDs MAINT/BACKLOG/H&S											
COMMUNITY BLDs MAINT/BACKLOG/H&S											
COMMUNITY BLDs MAINT/BACKLOG/H&S											
Q00021 - COMMUNITY BLDs MAINT/BACKLOG/H&S	APR 2006	MAR 2014	Approval Requested		250	322					572
Total				4,282	2,494	1,460	-	-	-	-	8,236

Values in £'000s	Expenditure							Total		
	Project Start	Project End	Approval Status	-2012	2012-2013	2013-2014	2014-2015		2015-2016	2016-
^LOC SUST TRANS FUND (LSTF) ENVIRONMENTAL STRATEGY 93022 - PLUGGED IN (SOUTH) YORKSHIRE	MAY 2012	MAR 2015	Approval Requested		128	54	52			235
^CULTURE & ENVIRONMENT CITY CENTRE MANAGEMENT ^OTHER ^OTHER ^OTHER 94457 - WOMEN OF STEEL	OCT 2011	AUG 2013	Approval Requested	8	16	3				28
^BEREAVEMENT SERVICES ^OTHER ^OTHER ^OTHER 91515 - HG ABATE HUTCLIFFE WOOD (Q00047) 94368 - BEREAVENT GRNDS MAINT EQPT 94374 - HG ABATE CITY ROAD (Q00047)	JAN 2011 MAR 2010 NOV 2010	OCT 2011 MAR 2011 JAN 2011	Approved - Active Approved - Active Approved - Active	2,127 137	17 45 30					2,145 182 30
^COM OF SPORT/CULTURAL TRUSTS ^LEISURE ACTIVITIES ^LEISURE ACTIVITIES ^SIV FACILITIES - DNU 94377 - MYRTLE SPRINGS LEISURE CENTRE 94386 - STOCKSBRIDGE LEISURE CENTRE (Q00005)	APR 2010 NOV 2010	FEB 2011 APR 2011	Approved - Active Approved - Active	282 147	6 9					289 155
^PARKS & COUNTRYSIDE ^PLAYBUILDER ^PLAYBUILDER Y2 ^CORE 93982 - CHAPELTOWN PARK PLAYGROUND 93984 - ANGRAM BANK PLAYGROUND 93986 - BURNGREAVE REC PLAYBUILDER 93992 - RIVELIN VALLEY PLAYBUILDER 94413 - CONCORD PARK MUGA	NOV 2009 MAY 2010 MAY 2009 APR 2012 SEP 2010	AUG 2012 MAR 2012 JUL 2011 MAR 2013 MAR 2012	Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active	207 105 310 17 123	16 1 9 258 34					224 106 319 275 155
^OTHER PARKS PROJECTS ^OTHER PARKS PROJECTS SHEPHERD WHEEL ^OTHER PARKS PROJECTS 93930 - SHEPHERD WHEEL ^DEVELOPMENT 93403 - THORPE GREEN 93405 - BINGHAM PK COURTS UPLIFT 94378 - SHEAF VALLEY PARK / SOUTH ST 94380 - MANOR FIELDS TODDLER PLAY 94443 - PARKS - CAR PARKING PROJECT 94451 - MANOR FIELDS UPLIFT PROJECT 94452 - MANOR COMMUNITY ALLOTMENTS 94453 - MANOR FIELDS KICKABOUT AREA 94454 - MANOR FIELDS PUMP TRACK 94460 - ECCLESALL WOOD-LAND INTERP 97946 - PARKWOOD SPRINGS CYCLE TRACK	MAR 2008	SEP 2013	Approved - Active	981	108					1,089
^CHARITABLE 93981 - NORFOLK PARK DRAINAGE SCHEME ^CORE	APR 2012 MAY 2010 AUG 2011 DEC 2011 SEP 2011 SEP 2011 NOV 2011 APR 2011 APR 2011 JAN 2008	JUL 2012 AUG 2012 JUN 2012 JUL 2014 MAR 2013 AUG 2013 AUG 2013 AUG 2013 MAR 2013 JUL 2013 JUL 2013 AUG 2012	Approved - Active Approved - Active Approved - Active Approval Requested Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active	57 11 887 12	57 11 114 - 136 20 9 9 9 35 112 72	120	19			57 11 1,001 140 148 20 9 9 35 114 310

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-	
91568 - TREE MANAGEMENT	APR 2008	MAR 2013	Approved - Active	729	50					779
93345 - MILLHOUSES PARK GYM	APR 2010	NOV 2011	Approved - Active	57	7					64
93401 - GRAVES PARK INCLUSIVE PLAY	JUN 2010	APR 2011	Approved - Active	245	5					250
93404 - ARBOURTHORNE PLAYGROUND	JAN 2012	MAR 2013	Approved - Active		91					91
93406 - RICHMOND PARK PLAY AREA	MAY 2012	DEC 2012	Approved - Active		46					46
93407 - CCTV AT CHAPELTOWN PARK	MAY 2012	SEP 2012	Approved - Active		14					14
93409 - ECCLESFIELD PARK PLAYGROUND	AUG 2012	JUN 2013	Approved - Active		25					25
93410 - ANGRAM BANK PARK IMPROVEMENTS	AUG 2012	JUN 2013	Approved - Active		19					19
93411 - RUSKIN PARK IMPROVEMENTS	OCT 2012	JUL 2013	Approval Requested		8	2				10
93996 - HEATHLANDS	FEB 2013	JUL 2013	Approval Requested		30	30				60
94000 - SCHOOL PLAYGROUND PROGRAMME	APR 2011	JUN 2013	Approved - Active	124	206		1			330
94129 - LOXLEY RECREATION GROUND	JAN 2010	MAR 2017	Approved - Active	13	33	1			1	50
94261 - PARSON CROSS ENTRANCE	JUN 2010	JUN 2012	Approved - Active	60	35					95
94288 - PIPWORTH ROAD REC	APR 2010	MAR 2011	Approved - Active	184	2					186
94390 - WOODLAND MGMT FOR BIRDS EM	JUL 2010	MAR 2014	Approved - Active	82	42	2				126
94391 - WOODLAND MGMT FOR BIRDS YH	JUL 2010	MAR 2015	Approved - Active	49	18	18	14			100
94401 - GREENHILL PARK MUGA	JUL 2011	JUL 2012	Approved - Active	9	71					81
94415 - MEERSBROOK PARK MUGA	APR 2011	JUN 2012	Approved - Active	81	25					105
94434 - MANOR OAKS GARDENS	MAR 2011	AUG 2011	Approved - Active	20	6					25
94464 - HACKENTHORPE SKATE & BMX	AUG 2012	MAR 2013	Approved - Active		41					41
94465 - HOLLINSEND MUGA	SEP 2012	JUN 2013	Approved - Active		24	59				83
97896 - FIRTH PARK BOATING LAKE	JUN 2010	SEP 2011	Approved - Active	213	16					230
97969 - CHARNOCK REC FOOTPATH	JAN 2011	AUG 2013	Approved - Active	62	85					147
LOCAL GROWTH FUND PROJECTS										
94397 - PARK HILL GREEN LINKS	NOV 2012	DEC 2014	Approved - Active		11	299	26			336
94463 - CLAY WOOD GREEN LINKS	SEP 2012	DEC 2014	Approved - Active		33	386	40			460
ESTATES STRATEGY										
97895 - NIAGARA WEIR LANDSCAPING	MAY 2010	JUN 2011	Approved - Active	11	41					53
CREATIVE SHEFFIELD										
[^] LEGI										
[^] LEGI										
[^] LEGI										
90117 - MDC - ALISON CRESCENT	APR 2010	MAR 2013	Approved - Active	299	2,201					2,500
90118 - ANNS GROVE	DEC 2011	DEC 2012	Approved - Active	124	831					955
Total				13,214	12,036	10,646	1,801	1	1	37,699

PLACE: HOUSING

APPENDIX 10

PLACE	Values in £'000s	Project Start	Project End	Approval Status	Expenditure							Total	
					-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-			
^HOUSING, ENTERPRISE & REGEN													
HOUSING STRATEGY CAPITAL													
^COMMISSIONED CAPITAL SCHEMES													
^REGENERATION													
^CITY WIDE													
97398 - PARK GRANGE DRIVE DEMOLITION		APR 2011	MAR 2013	Approved - Active	0	79							79
97424 - DEMOLITION CONTRACT		APR 2012	MAR 2013	Approved - Active		25							25
^SOUTH													
97271 - SWAN COMMISSIONED		JAN 2008	MAR 2014	Approval Requested	2,517	515	512						3,544
97294 - PARK HILL DEMOLITION SHM (STH)		APR 2008	MAR 2017	Approval Requested	2,283	378	281			114			3,412
97412 - BALFOUR (Q000069)		APR 2012	MAR 2014	Approval Requested		-	75						875
97413 - SWEENEY (Q000069)		JUN 2012	MAR 2014	Approval Requested		108	298						406
^VULNERABLE PEOPLE													
^COMMUNITY CARE & SUPPORT													
97267 - IMPROVING ACCESS TO MTG ROOM		APR 2010	MAR 2017	Approved - Active	424	210	200			200			1,434
^HMR													
^NORTH													
97226 - SKINNER THORPE SHM (EAST)		MAR 2008	MAR 2013	Approved - Active	7,202	316							7,518
^SOUTH													
97295 - ARBOURTHORNE 5M'S SHM (STH)		APR 2008	MAR 2013	Approved - Active	2,074	10							2,084
^RETAINED CAPITAL SCHEMES													
^OTHER SCHEMES													
^PROGRAMME MANAGEMENT COSTS													
97321 - PROGRAMME MANAGEMENT COSTS OF		JAN 2008	MAR 2018	Approval Requested	10,023	801	590			256			12,438
97348 - HRA PROGRAMME MANAGEMENT		JAN 2008	MAR 2018	Approval Requested	1,538	905	605			605			5,466
^REGENERATION													
LOCAL GROWTH FUND PROJECTS													
^CITY WIDE													
97241 - CHAUCER PUBLIC REALM		APR 2010	JUL 2013	Approval Requested	62	539	200						801
97282 - PARK HILL (STH)		JAN 2009	MAR 2014	Approval Requested	9,285	384	367						10,037
97330 - SHELTERED DECOMMISSIONING		JAN 2008	MAR 2014	Approval Requested	347	526	3						876
97341 - CENTRALISED CLEARED SITES		JAN 2008	MAR 2016	Approval Requested	72	80							152
97346 - DECENT HOMES CONTINGENCY		APR 2010	MAR 2012	Approval Requested		-	1,000						1,000
97372 - LOCAL HOUSING COMPANY		JAN 2009	MAR 2013	Approved - Active	1,781	207							1,988
^NORTH													
90136 - CHAUCER SQUARE MAINTENANCE		JAN 2009	DEC 2030	Approval Requested	5	9	40			18			438
97038 - CHAUCER PS ACTIVATION		NOV 2011	MAR 2014	Approval Requested	2	21	12						35
97279 - CHAUCER PUBLIC ARTS		APR 2011	JUL 2013	Approval Requested	7	65	42						114
97788 - THE FOSTERS		APR 2010	MAR 2013	Approved - Active	563	15							578
97974 - PARK GRANGE DRIVE DEMOS		APR 2012	MAR 2013	Approved - Active		21							21
^SOUTH													
97340 - SWAN		JAN 2008	MAR 2014	Approval Requested	7,503	935	442						8,881
97365 - NORFOLK PARK COMMUNITIES INITI		APR 2010	MAR 2013	Approved - Active	5	29							34
97970 - STOCKSBRIDGE THRIVING LDC		APR 2011	MAY 2013	Approved - Active	1	55							56
^VULNERABLE PEOPLE													
^COMMUNITY CARE & SUPPORT													
97334 - DISABLED GRANTS		JAN 2008	MAR 2018	Approval Requested	12,626	1,766	1,798			1,614			22,004

	Values in £'000s		Expenditure							Total
	Project Start	Project End	Approval Status	-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-	
^ENERGY & DISTRICT HEATING										
^AFFORDABLE WARMTH										
97325 - INSULATION	JAN 2008	MAR 2017	Approval Requested	7,077	1,749	500				9,326
97426 - LOW CARBON PIONEER CITIES	OCT 2012	MAR 2013	Approved - Active		708					708
^HMR										
^NORTH										
97211 - SKINNERTHORPE SOC (EAST)	APR 2008	MAR 2013	Approved - Active	6,719	37					6,757
97212 - PAGE HALL REMODELLING (EAST)	MAR 2008	MAR 2013	Approved - Active	2,581	28					2,608
97240 - WOODSIDE SECURITY PYE BANK SCH	JAN 2009	MAR 2013	Approved - Active	83	5					88
97352 - CHAUCER NEW SQUARE	APR 2007	MAR 2013	Approved - Active	567	93					660
^SOUTH										
97217 - TINSLEY CENTRE	JAN 2008	MAR 2013	Approved - Active	1,076	34					1,110
97315 - CASTLEBECK SAFE AND SECURE	JAN 2008	MAR 2014	Approved - Active	196	133					329
^PRIVATE SECTOR PROGRAMME										
^SAVE AND WARM										
97360 - SAFE & WARM SHEFFIELD	JAN 2009	MAR 2013	Approved - Active	4,393	61					4,454
^SHEFFIELD PSH PROGRAMME										
97200 - HOUSE CONDITION SURVEY	APR 2009	MAR 2015	Approval Requested	119	-		100			219
97222 - PSH EMPTY PROPERTIES	JAN 2008	MAR 2018	Approval Requested	1,099	45	195	120	120	240	1,819
97333 - MINOR WORK GRANTS	JAN 2008	MAR 2018	Approval Requested	121	121	405	250	250	500	2,108
97390 - PSH WORKS IN DEFAULT	APR 2010	MAR 2015	Approved - Active	583	21	20	20			72
97375 - CATEGORY 1 HAZARDS PROJECT	APR 2011	MAR 2013	Approval Requested	5	24					29
^DELEGATED CAPITAL SCHEMES										
^VULNERABLE PEOPLE										
^COMMUNITY CARE & SUPPORT										
97130 - CITYWIDE ALARMS - BMU	APR 2010	JUN 2013	Approved - Active	1,090	61					1,151
97371 - SHELTERED LIFTS NEW INSTALL	JAN 2008	MAR 2017	Approval Requested	535	5	94				634
^ADAPTATIONS										
97147 - ADAPTATIONS	APR 2010	MAR 2018	Approval Requested	35,241	2,016	2,025	2,025	2,025	4,125	47,457
^OTHER INVESTMENT IN COUNCIL H										
^COMMUNITY CARE & SUPPORT										
97129 - ROOFING PROGRAMME	APR 2010	MAR 2017	Approval Requested	385	50	450				885
97131 - ALMO ASBESTOS SURVEYS	APR 2010	MAR 2018	Approval Requested	5,546	362	250	250	180	380	6,968
97269 - EMERGENCY DEMOLITIONS	JAN 2008	MAR 2018	Approval Requested	451	78	130	80	80	160	979
Q00069 - HRA Capital Projects (Non DH)	APR 2011	MAR 2018	Approval Requested	-	-	18,001	32,683	38,860	92,339	181,883
^HEATING PROGRAMME										
97127 - OBSOLETE HEATING	APR 2010	MAR 2018	Approval Requested	9,649	5,500	4,500	6,500	5,500	7,800	39,449
97264 - HEALTH & SAFETY ENHANCE PROG	APR 2010	MAR 2018	Approval Requested	2,461	299	150	150	150	300	3,510
97404 - HEATING BREAKDOWNS (Q00069)	APR 2012	MAR 2018	Approval Requested		1,800	1,800	1,800	1,800	2,800	10,000
97405 - INSULATION (COUNCIL HSG) (Q00069)	APR 2012	MAR 2018	Approval Requested	200	200	800	1,000	500	700	3,200
97406 - NEW HEATING INSTALLATIONS (Q00069)	APR 2012	MAR 2017	Approval Requested	100	100	600	750	450	450	2,350
97407 - HHSRS - CAT 1 HAZARDS (Q00069)	APR 2012	MAR 2018	Approval Requested	20	20	205	125	100	150	600
97409 - RECYCLING ROLL-OUT (Q00069)	SEP 2012	JUN 2014	Approval Requested	500	43	43				543
97427 - CORNHILL CONCIERGE	SEP 2012	MAR 2014	Approval Requested	50	70					120
97838 - FIRE SAFETY	APR 2010	MAR 2018	Approval Requested	8	302	2,657	1,056	513	1,322	5,858
97968 - LIFT MAINTENANCE & REPAIR	APR 2011	MAR 2018	Approval Requested	408	350	350	350	350	700	2,508
^DECENT HOMES										
^CENTRAL										
97806 - HANOVER EXTERNAL (CONTRACT 24A)	JUN 2010	MAR 2013	Approved - Active	3,984	173					4,167
^ENERGY & ENVIRONMENTAL INITIA										

	Values in £'000s		Expenditure							Total
	Project Start	Project End	Approval Status	-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-	
97830 - EP NORTH AREA	APR 2010	MAR 2014	Approval Requested	340	39	289				667
97831 - EP NORTH WEST	APR 2010	MAR 2014	Approval Requested	283	216	614				1,113
97832 - EP EAST	APR 2010	MAR 2014	Approval Requested	105	67	722				895
97833 - EP CENTRAL	APR 2010	MAR 2014	Approval Requested	316	59	542				917
97834 - EP SOUTH EAST	APR 2010	MAR 2014	Approval Requested	185	220	1,126				1,530
97835 - EP SOUTH WEST	APR 2010	MAR 2014	Approval Requested	1,425	106	272				1,803
97836 - EP SHELTERED	APR 2010	MAR 2014	Approval Requested	88	8	115				211
97837 - EP DOOR ENTRY WORKS	APR 2010	MAR 2014	Approval Requested	21	5	57				84
^DECENT HOMES										
97114 - DH COMMUNITY HEATING	APR 2010	MAR 2014	Approved - Active	5,661	2,789	67				8,518
97126 - SHARROW ALMO WORKS	JAN 2008	MAR 2015	Approval Requested	67,984	1,970	3,500	100			73,554
97139 - LANSLOWNE AND HANOVER CLADDING	JAN 2008	MAR 2015	Approval Requested	4,988	5,932	2,080				13,000
97263 - DECENT HOMES VACANTS WORK	JAN 2008	MAR 2014	Approved - Active	13,200	307	162				13,669
97266 - LEASEHOLDER CHARGES	APR 2010	MAR 2015	Approval Requested	988	750	647	33			2,417
97956 - SPRINGWATER HOUSE (Q00045)	APR 2011	MAR 2017	Approval Requested	997	709	162				1,868
97959 - NEWGATE CLOSE (Q00045)	JAN 2008	MAR 2017	Approval Requested	50	872	379				1,301
97961 - DH - METERING (Q00045)	JUN 2011	MAR 2016	Approval Requested		65	1,696	2,000			5,761
97962 - DH - UTILITIES (Q00045)	APR 2011	MAR 2015	Approval Requested	110	311	350	11			782
97963 - DIGITAL CALL OFF CONTRACT (Q00045)	APR 2011	MAR 2014	Approval Requested	71	25	94				189
97964 - FINAL ACCOUNT RISK /INSULATION (Q00045)	APR 2011	MAR 2013	Approved - Active	48	169					217
97965 - LOWEDGES BEDSITS (Q00045)	APR 2011	MAR 2013	Approved - Active	200	920					1,120
97966 - PARK VIEW (Q00045)	APR 2011	MAR 2017	Approval Requested	164	1,172	130				1,466
97978 - SHELTERED HEATING WORK (Q00045)	APR 2011	SEP 2016	Approved - Active	16	139					155
Q00045 - New Decent Homes	APR 2010	MAR 2016	Approval Requested		-	5,344	455	1,300		7,099
^EAST										
97808 - STREAM 2-K27, K29 & K30	JAN 2008	MAR 2013	Approved - Active	3,628	247	1,001				3,875
97958 - EAST - BURNINGREAVE (Q00045)	APR 2011	MAR 2014	Approval Requested	831	1,823					3,654
^NORTH										
97977 - NORTH - NEW PARSON CROSS (Q00045)	APR 2011	MAR 2015	Approval Requested	672	719	11,133				12,524
97979 - DH WORKS - NON ESTATE PROP (Q00045)	APR 2011	MAR 2014	Approval Requested	134	366	60				560
^SOUTH										
97400 - SOUTH EAST (SH) (Q00045)	APR 2012	MAR 2014	Approval Requested		2,716	1,391				4,108
97402 - DH KINSEY ROAD (Q00045)	APR 2012	MAR 2014	Approval Requested		1,566	227				1,793
97403 - DH ERNEST COPLEY (Q00045)	APR 2012	MAR 2014	Approval Requested		816	103				919
97957 - SOUTH WEST - ABBEY BROOK (Q00045)	APR 2011	MAR 2014	Approval Requested	819	1,521	1,488				3,828
^SHELTERED										
97828 - ST GEORGES	APR 2010	MAR 2013	Approved - Active	614	411					1,025
^OTHER CAPITAL SCHEMES										
^REGEN & PARTNERSHIP										
HOUSING RETAINED SCHEMES BUDGETS										
Q00067 - HOUSING RETAINED SCHEMES BUDGETS	APR 2011	MAR 2018	Approval Requested		-	693	5,165	3,860	100	9,818
HOMES & LOANS										
^RING FENCED FUNDS HAL										
97394 - HULL - HUMBER SUB REGION HAL	JAN 2008	MAR 2014	Approval Requested	184	400	291				875
97395 - NE LINCS - SUB REGION HAL	APR 2010	MAR 2014	Approval Requested	131	94	10				235
97428 - SHEFFIELD HAL	OCT 2012	MAR 2013	Approved - Active		80					80
^RHB LOANS										
97150 - RHB LOANS HAL	JAN 2008	MAR 2016	Approval Requested	1,566	250	521				2,337
^WEST YORKSHIRE RF RHB LOANS										

PLACE: HOUSING

APPENDIX 10

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-	
97355 - BRADFORD - WY SUB REGION HAL	APR 2010	MAR 2014	Approval Requested	179	169	150				498
Total				248,595	50,953	75,125	58,757	60,631	117,251	611,312

PLACE: HIGHWAYS

APPENDIX 10

PLACE	Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total	
					-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-		
^TRANSPORT & HIGHWAYS												
^HIGHWAYS PFI CLIENT												
^HIGHWAYS MAINTENANCE												
^HIGHWAYS MAINTENANCE												
^NON - PRN MAINTENANCE HCS												
93634 - NON-PRN MAINTENANCE SCHEMES		APR 2012	MAR 2013	Approved - Active	4,622	3,285						7,907
^PRN MAINTENANCE SCHEMES												
90697 - PENISTONE-BRADFORD-HERRIESRD (Q00064)		APR 2011	AUG 2012	Approved - Active	14	300						314
90698 - BRANSLEY:HATFIELDHO-KINAIRDAVE (Q00064)		APR 2011	JUL 2012	Approved - Active	9	300						309
93596 - PRN MAINTENANCE SCHEMES		APR 2012	MAR 2013	Approved - Active	3,443	652						4,095
^NON CLASSIFIED ROAD MAINTENANCE												
93774 - FOOTWAY RECONSTRUCTION		APR 2012	MAR 2013	Approved - Active	1,007	602						1,610
^BRIDGES AND STRUCTURES												
92437 - MINOR WALL STRENGTH REPAIR SCH		APR 2012	MAR 2013	Approved - Active	661	508						1,169
94351 - WOODSEATS RD RAILWAY GR RECON		JAN 2009	SEP 2012	Approved - Active	1,600	401						2,000
^STREET LIGHTING												
94371 - LTP STREETLIGHTING (Q00041)		APR 2012	MAR 2013	Approved - Active	668	600						1,268
^SECTION 278 SCHEMES												
^SECTION 278 SCHEMES												
^SECTION 278 SCHEMES												
92849 - BR241 M&S ECCLESALL ROAD		FEB 2011	JUN 2011	Approved - Active	14	41						54
92850 - BR242 ASDA @ CHAUCER		SEP 2010	SEP 2011	Approved - Active	188	117						305
92852 - BR244 FOXHILL CRESCENT (PCT)		JUN 2010	DEC 2012	Approved - Active	6	11						16
92855 - BR247 MANCHESTER ROAD SBRIDGE		JUL 2011	DEC 2012	Approved - Active	3	7						10
^TTAPS												
^GENERAL TRANSPORT & HIGHWAYS												
^ROAD SAFETY												
^DANGER REDUCTION SCHEMES												
94247 - WESTWAYS SCL SCHOOL RD		AUG 2011	MAR 2013	Approved - Active	47	15						62
^SCHOOL SAFETY SCHEMES												
93548 - HANDSWORTH GRANGE SCH, BEAVER		DEC 2009	APR 2012	Approved - Active	32	51						83
93855 - MONTENEY PRIM SCL, WORDSWORTH		MAR 2011	MAR 2013	Approved - Active	12	85						97
^GENERAL TRANSPORT & HIGHWAYS												
^GENERAL TRANSPORT & HIGHWAYS												
91611 - MS - IRR STAGES 2 & 3		JAN 2009	DEC 2011	Approved - Active	22,990	2,500						25,490
93363 - NIRR ARCHAEOLOGY		AUG 2012	MAR 2013	Approved - Active		50						50
93366 - CAR CLUB SOLUTIONS		FEB 2012	MAR 2013	Approved - Active		6						6
97988 - CCTV PARKING ENFORCEMENT		JUN 2012	AUG 2012	Approved - Active		180						180
^LTP DEVELOPMENT AND MANAGEMENT												
93350 - PFI OPPORTUNITIES		AUG 2012	MAR 2013	Approved - Active		125						125
^STRATEGIC CYCLING												
90703 - BLACKBURN VALLEY CYCLE ROUTE		OCT 2011	AUG 2012	Approved - Active	74	220						294
^STRATEGIC PUBLIC TRANSPORT												
^ECCLESALL ROAD SMART ROUTE												
97986 - TRAFFIC CONTROLLER UPGRADES (Q00062)		JAN 2012	MAR 2013	Approved - Active	20	70						90
^CRP												
^CRP												

PLACE: HIGHWAYS

APPENDIX 10

Values in £'000s	Project Start	Project End	Approval Status	Expenditure					Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	
^LAND DRAINAGE ISSUES 93693 - LAND DRAINAGE ISSUES	APR 2010	MAR 2012	Approved - Active	303	54				357
^COUNTYWIDE LTP SCHEMES									
^CONGESTION & NETWK MAN SYITS 93356 - SYITS ANPR OPN & DEV	SEP 2011	MAR 2013	Approved - Active	121	160				281
^AIR QUALITY 92825 - CNG REFUELLING INFRASTRUCTURE	NOV 2011	MAR 2012	Approved - Active	26	55				81
^QUALITY OF LIFE 92903 - LOWER DON VALLEY CYCLE ROUTE	NOV 2012	MAR 2015	Approved - Active		75				350
^CYCLING ACTION PLAN 93364 - HANDSWORTH-WAVERLY CYCLE LINK	JUL 2012	MAR 2014	Approved - Active		50	230	45		50
^SAFER ROADS 93630 - LEARN SAFE DRIVE SAFE	APR 2010	MAR 2013	Approval Requested	103	50				153
^DRIVER BEHAVIOUR 93024 - SAFETY CAMERAS A61	JAN 2011	APR 2013	Approval Requested		265				265
^WORST FIRST EDUC & TRAINING 93631 - MOTORCYCLISTS (C/WIDE LTP)	APR 2012	MAR 2013	Approval Requested		28				28
94324 - 11-16 PEDESTRIAN A61 NORTH	JAN 2012	MAR 2013	Approval Requested		41				41
94325 - 17-24 PEDCYCLISTRE ECCRD AR GT	APR 2010	APR 2012	Approved - Active	83	10				93
^CYCLING ACTION PLAN 93349 - LTP CYCLE PARKING	APR 2010	APR 2012	Approved - Active	128	28				157
^WORST FIRST ROAD SAFETY 94404 - NEWHALL ROAD (Q00040)	NOV 2011	MAR 2015	Approved - Active	8	67				75
^ROAD SAFETY 93355 - CARTERKNWLE SC CARTERKNWLE RD	APR 2012	MAR 2013	Approval Requested	37	120				157
^ACCIDENT SAVING SCHEMES 92769 - ACCIDENT SAVING SCHEMES	APR 2012	MAR 2013	Approved - Active	824	45				869
92908 - ETWELL WAY ONE-WAY SCHEME	JUL 2012	JUL 2013	Approved - Active		11				11
93861 - PO WALES RD/MAINRD/GREENLAND J	APR 2012	MAR 2013	Approved - Active	6	80				86
^DANGER REDUCTION SCHEMES 94438 - RS AUDITS & SCHEME COMPLETION	APR 2011	MAR 2013	Approved - Active	201	100				301
^ROAD SAFETY ETP 93968 - ROAD SAFETY ETP	JAN 2009	APR 2013	Approved - Active	408	54				462
^INNOVATIVE TRAFFIC CALMING 97985 - CITYWIDE 20MPH ZONE (Q00062)	APR 2012	MAR 2013	Approved - Active	23	170				193
^SCHOOL SAFETY SCHEMES 93351 - CHAUCER SCHOOL WORDSWORTH AVE	APR 2012	MAR 2013	Approved - Active	30	30				30
^ACCESSIBILITY 91662 - PUBLIC RIGHTS OF WAY	OCT 2012	DEC 2013	Approval Requested	90	90				90
^GENERAL TRANSPORT & HIGHWAYS 93095 - TAXI RANK IMPROVEMENTS	APR 2011	MAR 2013	Approved - Active	243	80				323
^CYCLING ACTION PLAN 92741 - PENSTONE RD, LIVESLEY-LOWTHER	JAN 2008	MAR 2013	Approved - Active	64	20				84
92872 - HANOVER WAY(CYCLE RING ROUTE)	JAN 2008	APR 2013	Approved - Active	177	255				432
93856 - N D TRAIL - UPPER DON WALK	OCT 2012	AUG 2013	Approved - Active	31	105				136
	JUL 2011	JUL 2012	Approved - Active	137	83				220

PLACE: HIGHWAYS

APPENDIX 10

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-	
^SUSTAINABLE MODES OF TRAVEL 94400 - SUSTAINABLE MODES OF TRAVEL (Q00037)	APR 2012	MAR 2013	Approved - Active	73	30					103
^COMMUNITY ASSEMBLIES LTP										
^NORTHERN										
92712 - COMMUNITY ASS - NORTH	JAN 2010	MAR 2013	Approved - Active	250	71					322
^NORTH EAST										
92713 - COMMUNITY ASS - NORTH EAST	JAN 2010	APR 2013	Approved - Active	420	40					460
^CENTRAL										
92711 - COMMUNITY ASS - CENTRAL	JAN 2010	APR 2013	Approved - Active	286	47					333
^EAST										
92714 - COMMUNITY ASS - EAST	JAN 2010	MAR 2013	Approval Requested	394	161					555
^SOUTH EAST										
92708 - COMMUNITY ASS - SOUTH EAST	APR 2009	MAR 2013	Approved - Active	368	99					467
^SOUTH										
92709 - COMMUNITY ASS - SOUTH	JAN 2010	APR 2013	Approval Requested	360	113					472
^SOUTH WEST										
92710 - COMMUNITY ASS - SOUTH WEST	JAN 2010	APR 2013	Approved - Active	360	54					415
^CONGESTION (LOCAL)										
^LOCAL AIR QUALITY										
92955 - AIR MONITORING	APR 2010	APR 2013	Approved - Active	228	30					257
^DRIVING ME CRAZY SCHEMES										
94449 - DMC-PARKWAY	APR 2012	MAR 2013	Approved - Active	16	120					136
^MISCELLANEOUS										
^LTP DEVELOPMENT AND MANAGEMENT										
92961 - LTP COSTS/CONTRIBS/MGMT FEES	APR 2011	MAR 2013	Approved - Active	1,598	188					1,786
^LTP MONITORING										
92956 - PACKAGE PERFORMANCE MONITORING	APR 2010	APR 2013	Approved - Active	182	10					192
^LTP OTHER INITIATIVES										
94445 - BN962 BUS AGREEMENT	JUN 2011	MAR 2013	Approved - Active	29	276					305
^MAJOR SCHEMES LTP										
^PENISTONE ROAD SMART ROUTE										
92746 - UPPERTHORPE & NETHPPP SCHEME	JAN 2009	JUL 2013	Approved - Active	194	74					268
^BUS RAPID TRANSIT (NORTH)										
93887 - BRT NORTH AND TINSLEY LINK	JAN 2008	SEP 2015	Approved - Active	1,127	2,529					3,657
^STRATEGIC CONGESTION										
^CHESTERFIELD ROAD CONGESTION										
94295 - MHEAD BOCHUM PWAY/DYKES LN	JAN 2008	DEC 2011	Approved - Active	675	1					676
94310 - A61 CHESTERFIELD RD ROUTE PI	JAN 2008	MAR 2013	Approved - Active	63	30					93
^CITY CENTRE TRANSPORT SCHEMES										
93558 - FURNIVAL SQUARE JUNCTION IMPRO	JAN 2009	DEC 2011	Approved - Active	3,378	83					3,461
^MEADOWHALL ROAD CONGESTION TA										
97982 - HGV ROUTING STRATEGY (Q00062)	JUL 2011	MAR 2013	Approved - Active	23	70					93
^MIDDLEWOOD ROAD CONGESTION TA										
92846 - PERMIT PARKING: HILLSBOROUGH	JAN 2008	MAR 2013	Approval Requested	306	45					351
^STRATEGIC PUBLIC TRANSPORT										
^ECCLESALL ROAD SMART ROUTE										
94177 - ECC RD SMART RT-PHASE 1 CAM RI	MAR 2012	MAR 2013	Approved - Active	89	25					114
94180 - ECC RD SMART RT-PH 3-BENTS GR	JAN 2008	MAR 2013	Approval Requested	64	89					152
94181 - ECC RD SMART RT-PH 4-MOORE ST	JAN 2009	MAR 2013	Approved - Active	243	143					386
94185 - ECC RD SMART RT-PH 8-RUST-NEIL	JAN 2008	APR 2013	Approved - Active	53	50					103

PLACE: HIGHWAYS

APPENDIX 10

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-	
^SHEFFIELD TO WOODHOUSE KEY RO 94202 - KEY BUS RTE: SHEFF-WOODHOUSE	JUL 2012	MAR 2015	Approved - Active	19	520	997	325			1,861
^MANCHESTER ROAD CONG TARGET 94311 - A57 MCESTER/NILEST/CRDPEDIMP	JAN 2008	APR 2014	Approved - Active	66	104	176				346
^STRATEGIC ACCESSIBILITY ^STRATEGIC CYCLING 93399 - PEAK PARK ANNIVY ROUTE XINGS	JUL 2012	APR 2014	Approved - Active		30					30
93557 - SUSTRANS/CONN2-HALFWAY-KILL	JAN 2009	MAR 2013	Approved - Active	1,349	622					1,971
^CONGESTION & NETWK MAN ^PERMIT PARKING SCHEMES 93358 - OPTIO ORANGE: CITY TO HALFWAY	APR 2012	MAR 2014	Approved - Active		411					411
94366 - ST VINCENT PPS SCHEME	APR 2012	MAR 2014	Approval Requested		16					16
T&H 2+ LANES 93357 - 2+ LANES	NOV 2011	MAR 2013	Approved - Active		80					80
^BETTER BUSES ^RELOCATEABLE CAMERA ENFORCEMEN 92904 - ATERCLFE RD CLEARWAY CHANGES	OCT 2012	APR 2013	Approved - Active		23					23
92907 - CHESTERFIELD RD CLEARWAY CHG'S	JUN 2012	JUN 2014	Approved - Active		91					91
93425 - RELOCATEABLE CAMERA ENFORCEMNT	APR 2012	MAR 2014	Approved - Active		61					61
93426 - BOSTON STREET BUS GATE	JAN 2012	JUL 2013	Approval Requested		50					50
93427 - SOUTH LANE BUS GATE	JAN 2012	APR 2013	Approved - Active		148					148
^LOC SUST TRANS FUND (LSTF) ^LOC SUST TRANS FUND (LSTF) 93359 - MALIN BRIDGE JOBCONNECTOR	AUG 2012	MAR 2015	Approved - Active		21					21
LTP Integrated Transport 2012/13 LTP Integrated Transport 2012/13 G00071 - LTP Integrated Transport 2012/13	APR 2012	MAR 2013	Approved - Active		29					29
Total				50,545	18,836	1,403	370	-	-	71,154

Summary of 2013/14 Capital Projects by Strategic Outcomes

Appendix 11

2013-14 Approved Capital Programme

Values in £'000s	Expenditure							Total
	-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-		
Better Health & Wellbeing	50,688	5,427	4,981	3,764	3,525	7,075	75,460	
A Great Place To Live	256,309	77,034	85,848	57,385	54,607	109,477	640,660	
Infrastructure	14,202	5,539	13,563	3,504	77	-	36,884	
Competitive City	13,085	9,421	6,874	1,059	500	700	31,639	
Successful Children & Young People	252,086	67,504	33,284	4,603	-	-	357,476	
Safe & Secure Communities	352	2,264	185	-	-	-	2,802	
Tackling Poverty/ Increasing Social Justice	-	65	1,696	2,000	2,000	-	5,761	
Total	586,722	167,254	146,431	72,315	60,710	117,252	1,150,683	

BETTER HEALTH & WELLBEING

APPENDIX 11

Values in £'000s	Project Start	Project End	Approval Status	Expenditure							Total	
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-			
91523 - PROVISION OF DISABLED ACCESS	JAN 2008	JAN 2009	Approved - Active	1,165	1							1,166
97037 - ICT INFRASTRUCTURE (Q00013)	DEC 2011	MAR 2014	Approval Requested	566	1,108	568						2,243
97041 - SHORT BREAKS CO-LOCATION	JUN 2012	MAR 2013	Approved - Active		100							100
97042 - PCT/SCC-RECONFIG.ACCOMM.STRAT	SEP 2012	SEP 2013	Approved - Active		355	385						740
97130 - CITYWIDE ALARMS - BMU	APR 2010	JUN 2013	Approved - Active	1,090	61							1,151
97147 - ADAPTATIONS	APR 2010	MAR 2018	Approval Requested	35,241	2,016	2,025	2,025	2,025	2,025	4,125		47,457
97334 - DISABLED GRANTS	JAN 2008	MAR 2018	Approval Requested	12,626	1,766	1,798	1,614	1,400	1,400	2,800		22,004
97407 - HHSRS - CAT 1 HAZARDS (Q00069)	APR 2012	MAR 2018	Approval Requested		20	205	125	100	100	150		600
Total				50,688	5,427	4,981	3,764	3,525	7,075			75,460

A GREAT PLACE TO LIVE

APPENDIX 11

Values in £'000s	Project Start	Project End	Approval Status	Expenditure							Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-		
90012 - CASTLE MARKET DECOMMISSIONING	JAN 2013	AUG 2014	Approval Requested		294	862	3,246				4,402
90114 - CENTRAL LIBRARY ROOF (Q00010)	FEB 2011	MAY 2011	Approved - Active	133	5						138
90126 - MOOR MARKET SERVICE YARD	SEP 2011	MAR 2015	Approved - Active		721	56	12				789
90136 - CHAUCER SQUARE MAINTENANCE	JAN 2009	DEC 2030	Approval Requested	5	9	40	18		18	348	438
90697 - PENISTONE-BRADF'DRD-HERRIESRD (Q00064)	APR 2011	AUG 2012	Approved - Active	14	300						314
90698 - BRANSLEY:HATFIELDHO-KINAIRDAVE (Q00064)	APR 2011	JUL 2012	Approved - Active	9	300						309
90703 - BLACKBURN VALLEY CYCLE ROUTE	OCT 2011	AUG 2012	Approved - Active	74	220						294
91515 - HG ABATE HUTCLIFFE WOOD (Q00047)	JAN 2011	OCT 2011	Approved - Active	2,127	17						2,145
91533 - ALLOTMENTS INVESTMENT PROGRAMM (Q00002)	APR 2010	SEP 2011	Approved - Active	213	8						221
91568 - TREE MANAGEMENT	APR 2008	MAR 2013	Approved - Active	729	50						779
91611 - MS - IRR STAGES 2 & 3	JAN 2009	DEC 2011	Approved - Active	22,990	2,500						25,490
91662 - PUBLIC RIGHTS OF WAY	APR 2011	MAR 2013	Approved - Active	243	80						323
92437 - MINOR WALL STRENGTH REPAIR SCH	APR 2012	MAR 2013	Approved - Active	661	508						1,169
92444 - TOTLEY SPORTS PAVILLION	JUL 2011	SEP 2011	Approved - Active	195	2						197
92447 - HIGHFIELD LIBRARY REFURB	SEP 2011	MAR 2012	Approved - Active	33	297						330
92481 - STRADBROKE COLLEGE	APR 2010	MAR 2011	Approved - Active	28	10	14					38
92628 - MOSBORO NATURE TRAIL	NOV 2012	MAR 2014	Approved - Active		7						21
92629 - OWL THORPE HERITAGE TRAIL	MAY 2011	MAY 2012	Approved - Active	54	10						64
92631 - HICKMOTT ROAD OPEN SPACE	JUN 2011	SEP 2012	Approved - Active	19	12						31
92632 - HEELEY CITY FARM	JAN 2012	MAR 2013	Approved - Active		20						20
92633 - HEELEY DEVELOPMENT TRUST 681	JAN 2012	MAR 2013	Approved - Active		20						20
92708 - COMMUNITY ASS - SOUTH EAST	APR 2009	MAR 2013	Approved - Active	368	99						467
92709 - COMMUNITY ASS - SOUTH	JAN 2010	APR 2013	Approval Requested	360	113						472
92710 - COMMUNITY ASS - SOUTH WEST	JAN 2010	APR 2013	Approved - Active	360	54						415
92711 - COMMUNITY ASS - CENTRAL	JAN 2010	APR 2013	Approved - Active	286	47						333
92712 - COMMUNITY ASS - NORTH	JAN 2010	MAR 2013	Approved - Active	250	71						322
92713 - COMMUNITY ASS - NORTH EAST	JAN 2010	APR 2013	Approved - Active	420	40						460
92714 - COMMUNITY ASS - EAST	JAN 2010	MAR 2013	Approval Requested	394	161						555
92741 - PENISTONE RD, LIVESEY-LOWTHER	JAN 2008	APR 2013	Approved - Active	177	255						432
92746 - UPPER THORPE & NETHPPP SCHEME	JAN 2009	JUL 2013	Approval Requested	194	74						268
92769 - ACCIDENT SAVINGS SCHEMES	APR 2012	MAR 2013	Approval Requested	824	45						869
92825 - CNG REFUELLING INFRASTRUCTURE	NOV 2011	MAR 2012	Approved - Active	26	55						81
92846 - PERMIT PARKING: HILLSBOROUGH	JAN 2008	MAR 2013	Approval Requested	306	45						351
92849 - BR241 M&S ECCLESALL ROAD	FEB 2011	JUN 2011	Approved - Active	14	41						54
92850 - BR242 ASDA @ CHAUCER	SEP 2011	SEP 2011	Approved - Active	188	117						305
92852 - BR244 FOXHILL CRESCENT (PCT)	JUN 2010	DEC 2012	Approved - Active	6	11						16
92855 - BR247 MANCHESTER ROAD S BRIDGE	OCT 2012	AUG 2013	Approval Requested	3	7						10
92872 - HANOVER WAY(CYCLE ROAD ROUTE)	JUL 2011	DEC 2012	Approved - Active		105						136
92903 - LOWER DON VALLEY CYCLE ROUTE	NOV 2012	MAR 2015	Approval Requested	31	75				45		350
92904 - ATERCLIFE RD CLEARWAY CHANGES	OCT 2012	APR 2013	Approval Requested		23						23
92907 - CHESTERFIELD RD CLEARWAY CHG'S	JUN 2012	JUN 2014	Approval Requested		91						91
92908 - ETWELL WAY ONE-WAY SCHEME	JUL 2012	JUL 2013	Approval Requested		11						11

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APPENDIX 11

Values in £'000s	Project Start	Project End	Approval Status	Expenditure					Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	
92955 - AIR MONITORING	APR 2010	APR 2013	Approved - Active	228	30				257
92956 - PACKAGE PERFORMANCE MONITORING	APR 2010	APR 2013	Approved - Active	182	10				192
92961 - LTP COSTS/CONTRIBS/MGMT FEES	APR 2011	MAR 2013	Approved - Active	1,598	188				1,786
93022 - PLUGGED IN (SOUTH) YORKSHIRE	MAY 2015	MAR 2015	Approval Requested		128	54	52		235
93024 - SAFETY CAMERAS A61	JAN 2011	APR 2013	Approval Requested		265				265
93095 - TAXI RANK IMPROVEMENTS	JAN 2008	MAR 2013	Approved - Active	64	20				84
93345 - MILLHOUSES PARK GYM	APR 2010	NOV 2011	Approved - Active	57	7				64
93349 - LTP CYCLE PARKING	NOV 2011	MAR 2015	Approval Requested	8	67				75
93350 - PFI OPPORTUNITIES	AUG 2012	MAR 2013	Approved - Active		125				125
93351 - CHAUCER SCHOOL WORDSWORTH AVE	APR 2012	MAR 2013	Approval Requested		30				30
93355 - CARTERKNWLE SC CARTERKNWLE RD	OCT 2012	DEC 2013	Approval Requested		90				90
93356 - SYTT'S ANPR OPN & DEV	SEP 2011	MAR 2013	Approved - Active	121	160				281
93357 - 2+ LANES	NOV 2011	MAR 2013	Approved - Active		80				80
93358 - OPTIO ORANGE: CITY TO HALFWAY	APR 2012	MAR 2014	Approved - Active		411				411
93359 - MALIN BRIDGE JOBCONNECTOR	AUG 2012	MAR 2015	Approval Requested		21				21
93361 - NIGHT TIME CASUALTY REDUCTION	APR 2012	MAR 2013	Approval Requested		28				28
93363 - NIRR ARCHAEOLOGY	AUG 2012	MAR 2013	Approved - Active		50				50
93364 - HANDSWORTH-WAVERLY CYCLE LINK	JUL 2012	MAR 2014	Approved - Active		50				50
93366 - CAR CLUB SOLUTIONS	FEB 2012	MAR 2013	Approved - Active		6				6
93399 - PEAK PARK ANNIVY ROUTE XINGS	JUL 2012	APR 2014	Approved - Active		30				30
93401 - GRAVES PARK INCLUSIVE PLAY	JUN 2010	APR 2011	Approved - Active	245	5				250
93403 - THORPE GREEN	APR 2012	JUL 2012	Approved - Active		57				57
93404 - ARBOURTHORNE PLAYGROUND	JAN 2012	MAR 2013	Approved - Active		91				91
93405 - BINGHAM PK COURTS UPLIFT	APR 2012	AUG 2012	Approved - Active		11				11
93406 - RICHMOND PARK PLAY AREA	MAY 2012	DEC 2012	Approved - Active		46				46
93407 - CCTV AT CHAPELTOWN PARK	MAY 2012	SEP 2012	Approved - Active		14				14
93409 - ECCLESFIELD PARK PLAYGROUND	AUG 2012	JUN 2013	Approved - Active		25				25
93410 - ANGRAM BANK PARK IMPROVEMENTS	AUG 2012	JUN 2013	Approved - Active		19				19
93411 - RUSKIN PARK IMPROVEMENTS	OCT 2012	JUL 2013	Approval Requested		8	2			10
93412 - CROOKES VALLEY PARKS	FEB 2013	JUL 2013	Approval Requested		30	30			60
93425 - RELOCATABLE CAMERA ENFORCEMNT	APR 2012	MAR 2014	Approval Requested		61				61
93426 - BOSTON STREET BUS GATE	JAN 2012	JUL 2013	Approval Requested		50				50
93427 - SOUTH LANE BUS GATE	JAN 2012	APR 2013	Approved - Active		148				148
93548 - HANDSWORTH GRANGE SCH, BEAVER	DEC 2009	APR 2012	Approved - Active	32	51				83
93557 - SUSTRANS/CONN2-HALFWAY-KILL	JAN 2009	MAR 2013	Approved - Active	1,349	622				1,971
93558 - FURNIVAL SQUARE JUNCTION IMPRO	JAN 2009	DEC 2011	Approved - Active	3,378	83				3,461
93598 - PRN MAINTENANCE SCHEMES	APR 2012	MAR 2013	Approved - Active	3,443	652				4,095
93630 - LEARN SAFE DRIVE SAFE	APR 2010	MAR 2013	Approval Requested	103	50				153
93631 - MOTORCYCLISTS (C/WIDE LTP)	JAN 2012	MAR 2013	Approval Requested		41				41
93634 - NON-PRN MAINTENANCE SCHEMES	APR 2012	MAR 2013	Approved - Active	4,622	3,285				7,907
93655 - MONTENEY PRIM SCL, WORDSWORTH	MAR 2011	MAR 2013	Approval Requested	12	85				97
93656 - N D TRAIL - UPPER DON WALK	JUL 2011	JUL 2012	Approved - Active	137	83				220
93661 - PO WALES RD/MAINRD/GREENLAND J	APR 2012	MAR 2013	Approved - Active	6	80				86
93693 - LAND DRAINAGE ISSUES	APR 2010	MAR 2012	Approved - Active	303	54				357

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APPENDIX 11

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-	
93774 - FOOTWAY RECONSTRUCTION	APR 2012	MAR 2013	Approved - Active	1,007	602					1,610
93887 - BRT NORTH AND TINSLEY LINK	JAN 2008	SEP 2015	Approved - Active	1,127	2,529					3,657
93930 - SHEPHERD WHEEL	MAR 2008	SEP 2013	Approved - Active	981	108					1,089
93939 - PARSON CROSS LIBRARY PROJECT	APR 2008	MAR 2012	Approved - Active	2,437	254					2,690
93952 - PARKWOOD SPRINGS AVALANCE RIS	APR 2010	MAR 2014	Approval Requested	90	-	10				100
93968 - ROAD SAFETY ETP	JAN 2009	APR 2013	Approved - Active	408	54					462
93981 - NORFOLK PARK DRAINAGE SCHEME	JAN 2008	AUG 2012	Approved - Active	238	72					310
93982 - CHAPELTOWN PARK PLAYGROUND	NOV 2009	AUG 2012	Approved - Active	207	16					224
93984 - ANGRAM BANK PLAYGROUND	MAY 2010	MAR 2012	Approved - Active	105	1					106
93986 - BURNGREAVE REC PLAYBUILDER	MAY 2009	JUL 2011	Approved - Active	310	9					319
93992 - RIVELIN VALLEY PLAYBUILDER	APR 2012	MAR 2013	Approved - Active	17	258					275
94000 - SCHOOL PLAYGROUND PROGRAMME	APR 2011	MAR 2013	Approved - Active	124	206					330
94002 - RFID PROJECT	APR 2010	MAR 2013	Approved - Active	745	155					900
94007 - SPITAL HILL ELLESMERE GREEN	MAR 2012	MAR 2014	Approval Requested		105	871				976
94008 - CASTLEGATE SYPTE ACQUISITION	JAN 2012	DEC 2016	Approval Requested		-	500				500
94098 - WESTFIELD SPORTS VILLAGE	OCT 2012	JUN 2015	Approval Requested		132	3,000	1,600			4,732
94121 - WINCObANK HILL PHASE 1	JAN 2010	MAR 2017	Approved - Active	13	33	1	1		1	50
94132 - CITY CENTRE PAVING	SEP 2010	MAR 2014	Approval Requested	115	0	10				126
94141 - GREEN OAK-PARK	JUN 2010	JUN 2012	Approved - Active	60	35					95
94177 - ECC RD SMART RT-PHASE 1 CAM RI	MAR 2012	MAR 2013	Approved - Active	89	25					114
94180 - ECC RD SMART RT-PH 3-BENTS GR	JAN 2008	MAR 2013	Approval Requested	64	89					152
94181 - ECC RD SMART RT-PH 4-MOORE ST	JAN 2009	MAR 2013	Approved - Active	243	143					386
94185 - ECC RD SMART RT-PH 8-RUST-NEIL	JAN 2008	APR 2013	Approved - Active	53	50					103
94202 - KEY BUS RTE: SHEFF-WOODHOUSE	JUL 2012	MAR 2015	Approval Requested	19	520					1,861
94247 - WESTWAYS SCL SCHOOL RD	AUG 2011	MAR 2013	Approval Requested	47	15	997	325			62
94288 - PIPWORTH ROAD REC	APR 2010	MAR 2011	Approved - Active	184	2					186
94295 - MHEAD BOCHUM PWAY/DYKES LN	JAN 2008	DEC 2011	Approved - Active	675	1					676
94310 - A61 CHESTERFIELD RD ROUTE PI	JAN 2008	MAR 2013	Approved - Active	63	30					93
94311 - A57 MCESTER/NILEST/CRDPEDIMP	JAN 2008	APR 2014	Approval Requested	66	104	176				346
94324 - 11-16 PEDESTRIAN A61 NORTH	APR 2010	APR 2012	Approved - Active	83	10					93
94325 - 17-24 PEDCITYCTRE ECCRD AR GT	APR 2010	APR 2012	Approved - Active	128	28					157
94326 - EDWARD STREET	JAN 2009	DEC 2012	Approved - Active	142	1,094					1,237
94351 - WOODSEATS RD RAILWAY GR RECON	JAN 2009	SEP 2012	Approved - Active	1,600	401					2,000
94362 - BROOMHILL LIBRARY	JAN 2012	DEC 2014	Approval Requested	0	-	300				300
94366 - ST VINCENT PPS SCHEME	APR 2012	MAR 2014	Approval Requested	137	16					16
94368 - BEREAVEMENT GRNDS MAINT EQPT	MAR 2010	MAR 2011	Approved - Active	688	45					182
94371 - LTP STREETLIGHTING (Q000041)	APR 2012	MAR 2013	Approved - Active	600	600					1,200
94374 - HG ABATE CITY ROAD (Q000047)	NOV 2010	JAN 2011	Approved - Active	30	30					30
94375 - KING EDWARD BATHS	JAN 2012	FEB 2012	Approved - Active	50	50					50
94377 - MYRTLE SPRINGS LEISURE CENTRE	APR 2010	FEB 2011	Approved - Active	282	6					289
94378 - SHEAF VALLEY PARK / SOUTH ST	MAY 2010	JUN 2012	Approved - Active	887	114					1,001
94380 - MANOR FIELDS TODDLER PLAY	AUG 2011	JUL 2014	Approval Requested	1	-	120	19			140
94383 - CITY ROAD CREM ACCESS (Q00006)	NOV 2011	NOV 2012	Approved - Active	147	47					48
94386 - STOCKSBRIDGE LEISURE CENTRE (Q00005)	NOV 2010	APR 2011	Approved - Active	147	9					155

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APPENDIX 11

Project Start	Project End	Approval Status	Expenditure							Total
			-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-		
94388 - CENTRAL LIBRARY STRUCTURALCOMP (Q00010)	SEP 2010	MAY 2011	Approved - Active	199	79					278
94390 - WOODLAND MGMT FOR BIRDS EM	JUL 2010	MAR 2014	Approved - Active	82	42	2				126
94391 - WOODLAND MGMT FOR BIRDS YH	JUL 2010	MAR 2015	Approved - Active	49	18	18	14			100
94395 - WOODEN PARK, MP & IMP	JUL 2011	JUL 2012	Approved - Active	9	71					81
94397 - PARK HILL GREEN LINKS	NOV 2012	DEC 2014	Approval Requested		11	299	26			336
94400 - SUSTAINABLE MODES OF TRAVEL (Q000037)	APR 2012	MAR 2013	Approved - Active	73	30					103
94402 - NEW MARKET DEVELOPMENT	MAR 2012	MAR 2015	Approval Requested	833	7,347		21			17,237
94404 - NEWHALL ROAD (Q00040)	APR 2012	MAR 2013	Approval Requested	37	120					157
94413 - CONCORD PARK MUGA	SEP 2010	MAR 2012	Approved - Active	123	34					158
94415 - MEERSBROOK PARK MUGA	APR 2011	JUN 2012	Approved - Active	81	25					105
94416 - CENTRAL LIBRARY REMEDIAL WORK (Q00010)	APR 2011	SEP 2011	Approved - Active	26	99					125
94434 - MANOR OAKS GARDENS	MAR 2011	AUG 2011	Approved - Active	20	6					25
94438 - RS AUDITS & SCHEME COMPLETION	APR 2011	MAR 2013	Approved - Active	201	100					301
94440 - SPITAL HILL PUBLIC REALM	APR 2011	OCT 2012	Approval Requested	28	(28)					-
94443 - PARKS - CAR PARKING PROJECT	DEC 2011	MAR 2013	Approved - Active	12	136					148
94445 - BN962 BUS AGREEMENT	JUN 2011	MAR 2013	Approval Requested	29	276					305
94449 - DMC-PARKWAY	APR 2012	MAR 2013	Approval Requested	16	120					136
94451 - MANOR FIELDS UPLIFT PROJECT	SEP 2011	AUG 2013	Approved - Active		20					20
94452 - MANOR COMMUNITY ALLOTMENTS	SEP 2011	AUG 2013	Approved - Active		9					9
94453 - MANOR FIELDS KICKABOUT AREA	SEP 2011	AUG 2013	Approved - Active		9					9
94454 - MANOR FIELDS PUMP TRACK	SEP 2011	AUG 2013	Approved - Active		9					9
94456 - SPITAL HILL PUBLIC ART	NOV 2011	JAN 2014	Approval Requested	6	12	61				79
94457 - WOMEN OF STEEL	OCT 2011	AUG 2013	Approval Requested	8	16	3				28
94459 - MILLHOUSES MILL BUILDINGS	MAY 2012	JAN 2013	Approved - Active		128					128
94460 - ECCLESALL WOOD-LAND INTERP	NOV 2011	MAR 2013	Approved - Active		35					35
94463 - CLAY WOOD GREEN LINKS	SEP 2012	DEC 2014	Approved - Active		33					35
94464 - HACKENTHORPE SKATE & BMX	AUG 2012	MAR 2013	Approved - Active		41					41
94465 - HOLLINSEND MUGA	SEP 2012	JUN 2013	Approved - Active		24					33
97038 - CHAUCER PS ACTIVATION	NOV 2011	MAR 2014	Approval Requested	2	21					35
97114 - DH COMMUNITY HEATING	APR 2010	MAR 2014	Approved - Active	5,661	2,789					8,518
97126 - SHARROW ALMO WORKS	JAN 2008	MAR 2015	Approved - Active	67,984	1,970	3,500				73,554
97127 - OBSOLETE HEATING	APR 2010	MAR 2018	Approval Requested	9,649	5,500	4,500	100			39,449
97129 - ROOFING PROGRAMME	APR 2010	MAR 2017	Approval Requested	385	50	450	6,500	5,500	7,800	885
97131 - ALMO ASBESTOS SURVEYS	APR 2010	MAR 2018	Approval Requested	5,546	362	250	250	180	380	6,968
97139 - LANSLOWNE AND HANOVER CLADDING	JAN 2008	MAR 2015	Approval Requested	4,988	5,932	2,080				13,000
97150 - RHB LOANS HAL	JAN 2009	MAR 2016	Approval Requested	1,566	250	521				2,337
97200 - HOUSE CONDITION SURVEY	APR 2009	MAR 2015	Approval Requested	119	-		100			219
97211 - SKINNERTHORPE SCC (EAST)	APR 2008	MAR 2013	Approved - Active	6,719	37					6,757
97212 - PAGE HALL REMODELLING (EAST)	APR 2008	MAR 2013	Approved - Active	2,581	28					2,608
97217 - TINSLEY CENTRE	JAN 2008	MAR 2013	Approved - Active	1,076	34					1,110
97222 - PSH EMPTY PROPERTIES	JAN 2008	MAR 2018	Approval Requested	1,099	45	195			240	1,819
97226 - SKINNERTHORPE SHM (EAST)	MAR 2008	MAR 2013	Approved - Active	7,202	316					7,518
97240 - WOODSIDE SECURITY PYE BANK SCH	JAN 2009	MAR 2013	Approved - Active	83	5					88
97241 - CHAUCER PUBLIC REALM	APR 2010	JUL 2013	Approval Requested	62	539	200				801

Values in £'000s

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APPENDIX 11

Values in £'000s	Project Start	Project End	Approval Status	Expenditure							Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-		
97263 - DECENT HOMES VACANTS WORK	JAN 2008	MAR 2014	Approved - Active	13,200	307	162	150	150	300	13,669	
97264 - HEALTH & SAFETY ENHANCE PROG	APR 2010	MAR 2018	Approval Requested	2,461	299	150	33	150	300	3,510	
97266 - LEASEHOLDER CHARGES	APR 2010	MAR 2015	Approval Requested	988	750	647	200	200	200	2,417	
97267 - IMPROVING ACCESS TO MTG ROOM	APR 2010	MAR 2017	Approved - Active	424	210	200	80	200	160	1,434	
97269 - EMERGENCY DEMOLITIONS	JAN 2008	MAR 2018	Approval Requested	451	78	130	512	80	160	979	
97271 - SWAN COMMISSIONED	JAN 2008	MAR 2014	Approval Requested	2,517	65	42	367	114	3,544		
97279 - CHAUCER PUBLIC ARTS	APR 2011	JUL 2013	Approval Requested	7	384	281	242	114	10,037		
97282 - PARK HILL (STH)	JAN 2009	MAR 2014	Approved - Active	9,285	378	281	242	114	3,412		
97294 - PARKHILL DEMOLITION SHM (STH)	APR 2008	MAR 2017	Approval Requested	2,283	10	133	801	256	512	2,084	
97295 - ARBOURTHORNE 5M'S SHM (STH)	APR 2008	MAR 2013	Approved - Active	2,074	10	3	256	250	329		
97315 - CASTLEBECK SAFE AND SECURE	JAN 2008	MAR 2014	Approved - Active	196	526	405	590	512	12,438		
97321 - PROGRAMME MANAGEMENT COSTS GF	JAN 2008	MAR 2014	Approval Requested	10,023	121	442	250	250	876		
97330 - SHELTERED DECOMMISSIONING	JAN 2008	MAR 2014	Approval Requested	347	583	442	605	605	2,108		
97333 - MINOR WORK GRANTS	JAN 2008	MAR 2014	Approval Requested	7,503	935	1,000	605	605	8,881		
97340 - SWAN	JAN 2008	MAR 2016	Approval Requested	72	80	1,000	605	605	1,210		
97341 - CENTRALISED CLEARED SITES	APR 2010	MAR 2012	Approval Requested	-	905	605	605	605	1,000		
97346 - DECENT HOMES CONTINGENCY	JAN 2008	MAR 2018	Approval Requested	1,536	93	150	605	605	5,466		
97348 - HRA PROGRAMME MANAGEMENT	APR 2007	MAR 2013	Approved - Active	567	169	94	20	20	660		
97352 - CHAUCER NEW SQUARE	APR 2010	MAR 2013	Approval Requested	179	61	10	10	10	498		
97355 - BRADFORD - WY SUB REGION HAL	JAN 2009	MAR 2013	Approved - Active	4,393	29	94	20	20	4,454		
97360 - SAFE & WARM SHEFFIELD	APR 2010	MAR 2013	Approved - Active	5	5	10	20	20	34		
97365 - NORFOLK PARK COMMUNITIES INITI	JAN 2008	MAR 2017	Approval Requested	535	5	94	20	20	634		
97371 - SHELTERED LIFTS NEW INSTALL	JAN 2009	MAR 2013	Approved - Active	1,781	207	10	20	20	1,988		
97372 - LOCAL HOUSING COMPANY	APR 2010	MAR 2015	Approved - Active	11	21	291	10	10	72		
97390 - PSH WORKS IN DEFAULT	JAN 2008	MAR 2014	Approval Requested	184	400	291	20	20	875		
97394 - HULL - HUMBER SUB REGION HAL	APR 2010	MAR 2014	Approval Requested	131	94	10	20	20	235		
97395 - NE LINGS - SUB REGION HAL	APR 2010	MAR 2014	Approval Requested	0	79	1,391	800	800	79		
97398 - PARK GRANGE DRIVE DEMOLITION	APR 2011	MAR 2013	Approved - Active	0	2,716	227	1,793	1,793	4,108		
97400 - SOUTH EAST (SH) (Q00045)	APR 2012	MAR 2014	Approval Requested	1,566	816	103	1,800	1,800	10,000		
97402 - DH KINSEY ROAD (Q00045)	APR 2012	MAR 2014	Approval Requested	1,566	816	103	1,800	1,800	10,000		
97403 - DH ERNEST COPLEY (Q00045)	APR 2012	MAR 2014	Approval Requested	1,566	816	103	1,800	1,800	10,000		
97404 - HEATING BREAKDOWNS (Q00069)	APR 2012	MAR 2017	Approval Requested	1,800	100	600	450	450	2,350		
97406 - NEW HEATING INSTALLATIONS (Q00069)	SEP 2012	JUN 2014	Approval Requested	500	500	43	75	75	543		
97409 - RECYCLING ROLL-OUT (Q00069)	APR 2012	MAR 2014	Approval Requested	0	108	298	800	800	875		
97412 - BALFOUR (Q00069)	APR 2012	MAR 2014	Approval Requested	0	108	298	800	800	406		
97413 - SWEENEY (Q00069)	JUN 2012	MAR 2014	Approval Requested	0	108	298	800	800	25		
97424 - DEMOLITION CONTRACT	APR 2012	MAR 2013	Approved - Active	25	50	70	70	70	120		
97427 - CORNHILL CONCIERGE	SEP 2012	MAR 2014	Approval Requested	50	80	15	15	15	80		
97428 - SHEFFIELD HAL	OCT 2012	MAR 2013	Approval Requested	80	15	15	15	15	578		
97788 - THE FOSTERS	APR 2010	MAR 2013	Approval Requested	563	173	247	411	411	1,025		
97806 - HANOVER EXTERNAL(CONTRACT 24A)	JUN 2010	MAR 2013	Approved - Active	3,954	247	289	289	289	4,167		
97808 - STREAM 2-K27, K29 & K30	JAN 2008	MAR 2013	Approved - Active	3,628	411	289	289	289	3,875		
97828 - ST GEORGES	APR 2010	MAR 2013	Approval Requested	614	340	340	340	340	1,025		
97830 - EP NORTH AREA	APR 2010	MAR 2014	Approval Requested	340	39	289	289	289	667		

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Values in £'000s	Project Start	Project End	Approval Status	Expenditure							Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-		
97831 - EP NORTH WEST	APR 2010	MAR 2014	Approval Requested	283	216	614					1,113
97832 - EP EAST	APR 2010	MAR 2014	Approval Requested	105	67	722					895
97833 - EP CENTRAL	APR 2010	MAR 2014	Approval Requested	316	59	542					917
97834 - EP SOUTH EAST	APR 2010	MAR 2014	Approval Requested	185	220	1,126					1,530
97835 - EP SOUTH WEST	APR 2010	MAR 2014	Approval Requested	1,425	106	272					1,803
97836 - EP SHELTERED	APR 2010	MAR 2014	Approval Requested	88	8	115					211
97837 - EP DOOR ENTRY WORKS	APR 2010	MAR 2014	Approval Requested	21	5	57					84
97838 - FIRE SAFETY	APR 2010	MAR 2018	Approval Requested	8	302	2,657	1,056	513	1,322		5,858
97891 - CITY ROAD BELL TOWER (Q00003)	APR 2012	SEP 2012	Approved - Active	26	183						210
97895 - NIAGARA WEIR LANDSCAPING	MAY 2010	JUN 2011	Approved - Active	11	41						53
97896 - FIRTH PARK BOATING LAKE	JUN 2010	SEP 2011	Approved - Active	213	16						230
97897 - HILLSBORO LIBRARY FLAT ROOF (Q00001)	JUN 2010	JUN 2011	Approved - Active	125	11	14					136
97898 - GREENHILL PK MESS ROOM (Q00001)	AUG 2011	OCT 2013	Approval Requested								14
97899 - PATH RESURFACING PROGRAMME (Q00007)	APR 2010	MAR 2013	Approved - Active	251	205						456
97902 - RIVER STEWARD CO 509	SEP 2010	OCT 2010	Approved - Active	2	20						20
97946 - PARKWOOD SPRINGS CYCLE TRACK	APR 2011	JUL 2013	Approved - Active		112						114
97947 - DARNALL NEIGHBOURHOOD PARK	JAN 2011	AUG 2013	Approved - Active	62	85						147
97956 - SPRINGWATER HOUSE (Q00045)	APR 2011	MAR 2017	Approval Requested	997	709	162					1,868
97957 - SOUTH WEST - ABBEY BROOK (Q00045)	APR 2011	MAR 2014	Approval Requested	819	1,521	1,488					3,828
97958 - EAST - BURNGREAVE (Q00045)	APR 2011	MAR 2014	Approval Requested	831	1,823	1,001					3,654
97959 - NEWGATE CLOSE (Q00045)	JAN 2008	MAR 2017	Approval Requested	50	872	379					1,301
97963 - DIGITAL CALL OFF CONTRACT (Q00045)	APR 2011	MAR 2014	Approval Requested	71	25	94					189
97964 - FINAL ACCOUNT RISK INSULATION (Q00045)	APR 2011	MAR 2013	Approved - Active	48	169						217
97965 - LOWEDGES BEDSITS (Q00045)	APR 2011	MAR 2013	Approved - Active	200	920						1,120
97966 - PARK VIEW (Q00045)	APR 2011	MAR 2017	Approval Requested	164	1,172	130		350	700		1,466
97969 - LIFT MAINTENANCE & REPAIR	APR 2011	MAR 2018	Approval Requested	408	350	350					2,508
97970 - STOCKSBRIDGE THRIVING LDC	APR 2011	MAY 2013	Approved - Active	1	55						56
97974 - PARK GRANGE DRIVE DEMOS	APR 2012	MAR 2013	Approved - Active		21						21
97975 - CATEGORY 1 HAZARDS PROJECT	APR 2011	MAR 2013	Approval Requested	5	24						29
97976 - HUTCLIFFE WOOD ROOF (Q00001)	JUN 2011	OCT 2011	Approved - Active	88	7						96
97977 - NORTH - NEW PARSON CROSS (Q00045)	APR 2011	MAR 2015	Approval Requested	672	719	11,133					12,524
97978 - SHELTERED HEATING WORK (Q00045)	APR 2011	SEP 2012	Approved - Active	16	139						155
97979 - DH WORKS - NON ESTATE PROP (Q00045)	APR 2011	MAR 2014	Approval Requested	134	366	60					560
97981 - BEIGHTON LANDFILL EMERG MIT	AUG 2011	JAN 2013	Approved - Active	1	119						120
97982 - HGV ROUTING STRATEGY (Q00062)	JUL 2011	MAR 2013	Approval Requested	23	70						93
97985 - CITYWIDE 20MPH ZONE (Q00062)	APR 2012	MAR 2013	Approval Requested	20	170						193
97986 - TRAFFIC CONTROLLER UPGRADES (Q00062)	JAN 2012	MAR 2013	Approval Requested	20	70						90
97988 - CCTV PARKING ENFORCEMENT	JUN 2012	AUG 2012	Approved - Active	180	180						180
Q00005 - INVESTMENT INTO LEISURE FACILITIES	APR 2010	MAR 2012	Approved - Active	44	44						44
Q00010 - CENTRAL LIBRARY	APR 2010	MAR 2014	Approval Requested			124					124
Q00021 - COMMUNITY BLDG MAINT/BACKLOG/H&S	APR 2006	MAR 2014	Approval Requested		250	322					572
Q00045 - New Decent Homes	APR 2010	MAR 2015	Approved - Active			5,344	455	1,300			7,099
Q00046 - Demolitions	APR 2010	MAR 2012	Approved - Active		111						111
Q00050 - ASBESTOS SCHEMES	APR 2011	MAR 2014	Approval Requested		30	120					150

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Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-	
Q00065 - CBT Woodhouse/Tannery Lodge	APR 2012	MAR 2014	Approval Requested		30	420	5,165	3,860	100	450
Q00067 - HOUSING RETAINED SCHEMES BUDGETS	APR 2011	MAR 2018	Approved - Active		-	693	32,683	38,860	92,339	9,818
Q00069 - HRA Capital Projects (Non DH)	APR 2011	MAR 2018	Approved - Active		-	18,001				181,883
Q00071 - LTP Integrated Transport 2012/13	APR 2012	MAR 2013	Approved - Active		29					29
Total				256,309	77,034	85,848	57,385	54,607	109,477	640,660

INFRASTRUCTURE

APPENDIX 11

Values in £'000s	Project Start	Project End	Approval Status	Expenditure							Total	
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-			
90010 - UTC SITE - PORTER BROOK	APR 2012	AUG 2013	Approved - Active		1,060							1,060
90011 - ABBEY-BANNERDALE ASSETENHANCE (Q000070)	SEP 2012	MAR 2014	Approval Requested		147	272						419
90013 - FORMER KING ECBERT'S SCHOOL (Q000070)	DEC 2012	MAR 2014	Approval Requested		224	199						423
90015 - WESTFIELD ASSET ENHANCEMENT	DEC 2012	MAR 2014	Approval Requested		165	281						445
90016 - OWLTHORPE ASSET ENHANCEMENT	DEC 2012	MAR 2014	Approval Requested		154	232		221				607
90017 - FIRE STRATEGY WORKS	JAN 2013	APR 2013	Approval Requested		205	145						350
90018 - FORUM HOUSE	NOV 2012	MAR 2013	Approval Requested		103							103
90019 - BANNERDALE ASSETENHANCE	DEC 2012	MAR 2014	Approval Requested		102			373				1,285
90101 - TOWN HALL ROOF - REP/REPLACE	APR 2011	MAR 2014	Approval Requested	523	102	134						758
90102 - TOWN HALL ELECTRICAL	APR 2011	MAR 2014	Approval Requested	564	25	63						652
90104 - VEHICLE AND PLANT ACQUISITION	APR 2009	DEC 2012	Approved - Active	8,513	666							9,179
90111 - TOWN HALL LIFTS	APR 2011	MAR 2014	Approval Requested	103	10	287						400
90120 - MOORFOOT	APR 2010	MAR 2015	Approval Requested	1,666	1,154	5,287		650				8,756
90121 - CHANGE TO: RAVENSCROFT OPH (Q000046)	MAR 2011	JUL 2011	Approved - Active	56	9							65
90123 - 1-3 PEAK MOUNT CRYSTAL PEAKS	APR 2012	JUL 2012	Approved - Active			8			77			85
90125 - PLACE DEMOLITION PROGRAMME (Q000046)	MAR 2011	APR 2011	Approved - Active	26	3							29
90132 - CITY CENTRE CIVIC ACCOMP/PROJ/MGMT	APR 2013	SEP 2013	Approved - Active	2	(2)							2,180
90133 - HOWDEN HOUSE ACCOMM STRATEGY	SEP 2011	MAR 2013	Approved - Active	16	56	2,180						2,180
90135 - STADIA TECHNOLOGY PARK LIFTS	JAN 2012	JUN 2012	Approved - Active	80	20	1,048						1,120
90137 - DEMO OF HANDSWORTH CC & BC (Q000046)	JAN 2012	JUN 2012	Approved - Active	0	45							45
92434 - KELHAM ISLAND -FLOOD	JUN 2010	MAR 2011	Approval Requested	947		53						1,000
92435 - INFRASTRUCTURE-FLOOD	APR 2010	SEP 2011	Approved - Active	1,530	71							1,600
92439 - INVESTMENT IN RATIONALISATION	JUN 2011	MAR 2012	Approved - Active		25							25
92441 - CRYSTAL PEAKS LIFT RENEWAL	APR 2011	MAR 2012	Approved - Active		47							47
92446 - DEMOLITION OF FOXWOOD (Q000046)	MAY 2011	SEP 2011	Approved - Active	47	3							50
93976 - ASBESTOS REMOVAL	APR 2010	MAR 2014	Approval Requested	64	2							94
94412 - FIRERISK ASSESSMENT PROGRAMME (Q000004)	APR 2010	MAR 2013	Approval Requested	45	163	29						208
94414 - REIGNHEAD FARM EMERG REPAIRS (Q000003)	JUL 2012	OCT 2012	Approved - Active	22	99							121
Q00001 - ROOF RENEWALS PROGRAMME	APR 2010	MAR 2013	Approval Requested			170						170
Q00002 - ALLOTMENTS INVESTMENT PROGRAMME	APR 2010	MAR 2014	Approval Requested			50						50
Q00003 - EMERGENCY RISK MITIGATION	APR 2010	MAR 2013	Approved - Active		154							154
Q00006 - PROVISION OF DISABLED ACCESS	APR 2010	MAR 2014	Approval Requested			270						270
Q00008 - Environmental Programme	APR 2011	MAR 2013	Approved - Active		100							100
Q00070 - NON OFFICE ASSET RATIONALISATION	MAR 2012	MAR 2014	Approval Requested			158						158
Q00073 - HEALTH & SAFETY COMPLIANCE	DEC 2012	MAR 2015	Approved - Active		629	1,886		1,886				4,400
Total				14,202	5,539	13,563	3,504	77				36,884

COMPETITIVE CITY

APPENDIX 11

Values in £'000s	Project Start	Project End	Approval Status	Expenditure							Total	
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-			
90118 - ANNS GROVE	DEC 2011	DEC 2012	Approved - Active	124	831							955
91692 - RIVER SHEAF RESTORATION PROJ	APR 2010	MAR 2011	Approved - Active	218	60							278
92356 - MILLENIUM GALLERY LIFE CYCLE	APR 2010	MAR 2013	Approved - Active	250	185							435
92610 - HANOVER HOUSE, HANOVER WAY	APR 2009	MAR 2011	Approved - Active		18							18
92630 - HOLBROOK HABITAT MANAGEMENT	MAY 2011	FEB 2013	Approved - Active	4	4							8
94004 - MOOR PUBLIC REALM PHASE 2	AUG 2011	MAY 2013	Approved - Active	107	2,298	546	48					3,000
94005 - CIQ PUBLIC REALM	JUN 2011	OCT 2012	Approved - Active	105	1,161	20						1,285
94006 - SHEFFIELD LDV FLOOD DEFENCE	NOV 2011	MAY 2012	Approved - Active	23	190							213
94327 - SCAFP 1B	JAN 2010	SEP 2012	Approved - Active	91	542	18						650
94418 - CONNECT PEDESTRIAN SIGNS	DEC 2010	MAR 2012	Approved - Active	18	12							30
94439 - NEW RETAIL QUARTER CPO	APR 2011	MAR 2014	Approved - Active	4,424	936	4,640						10,000
97325 - INSULATION	JAN 2008	MAR 2017	Approval Requested	7,077	1,749	500						9,326
97405 - INSULATION (COUNCIL HSG) (Q00069)	APR 2012	MAR 2018	Approval Requested		200	800	1,000	500		700		3,200
97426 - LOW CARBON PIONEER CITIES	OCT 2012	MAR 2013	Approval Requested		708							708
97790 - CLIMATE IMPACT FUND	APR 2010	MAR 2013	Approved - Active	534	216							751
97962 - DH - UTILITIES (Q00045)	APR 2011	MAR 2015	Approved - Active	110	311	350	11					782
Total				13,085	9,421	6,874	1,059	500	700			31,639

**SUCCESSFUL CHILDREN
& YOUNG PEOPLE**

APPENDIX 11

	Values in £'000s	Project Start	Project End	Approval Status	Expenditure							Total
					-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-		
90352 - HIGHWAYS - FORGE VALLEY		APR 2010	MAR 2013	Approved - Active	2,174	612						2,787
90361 - BSF PH1 - INFRASTRUCTURE		JAN 2008	MAR 2013	Approved - Active	3,343	693						4,037
90403 - SD B SHIREGREEN/BURNGREAVE		JAN 2008	MAR 2013	Approved - Active	682	133						815
90407 - SHARROW JUNIOR SCHOOL (Q00054)		DEC 2010	DEC 2012	Approved - Active	45	455						500
90416 - QUALITY AND ACCESS (Q00042)		JAN 2008	MAR 2013	Approved - Active	5,623	126						5,750
90421 - LOWFIELD		MAR 2009	MAR 2013	Approved - Active	1,940	35						1,975
90430 - OWLER BROOK PCP		APR 2009	MAR 2013	Approved - Active	1,394	2,356						3,750
90435 - AMP CONDITION SURVEYS		APR 2010	MAR 2013	Approved - Active	979	321						1,300
90448 - SF DEVOLVED CAPITAL 2011-12		APR 2011	MAR 2014	Approval Requested	4,960	3,442	3,000					11,402
90479 - POST IMPLEMENTATION		APR 2010	MAR 2013	Approved - Active	252	18						270
90547 - WOOLLEY WOOD NEW BUILD		JAN 2010	MAR 2013	Approved - Active	7,001	349						7,350
90548 - SCHOOLS ACCESS INITIATIVE		APR 2010	MAR 2013	Approved - Active	1,182	129						1,311
90554 - ASBESTOS REMOVAL		APR 2010	MAR 2013	Approved - Active	1,502	144						1,646
90555 - CHILDRENS HOMES		APR 2010	MAR 2013	Approved - Active	501	110						611
90607 - HIGH STORRS		JUN 2009	DEC 2013	Approved - Active	29,490	1,316						30,807
90613 - SCC INTERNAL PROG. COSTS - W4		JAN 2010	NOV 2014	Approved - Active	3,055	742	472					4,269
90614 - LEP BUSINESS PLAN - W4		MAR 2010	APR 2015	Approved - Active	1,192	694	238	73				2,197
90615 - BENTS GREEN		NOV 2009	MAY 2017	Approved - Active	13,595	(369)						13,226
90616 - ALL SAINTS		JAN 2010	MAR 2013	Approved - Active	15,166	703						15,869
90617 - MYERS GROVE		JAN 2010	MAR 2013	Approved - Active	29,601	754						30,355
90618 - FIR VALE EXPANSION		AUG 2010	MAR 2013	Approved - Active	4,713	9						4,722
90619 - PARKWOOD		APR 2010	MAR 2014	Approved - Active	18,158	1,917						20,076
90620 - KING EDWARDS (UP)		APR 2010	SEP 2012	Approved - Active	18,510	2,268						20,777
90621 - BRADFIELD		APR 2010	JUL 2013	Approved - Active	1,250	2,253						3,503
90622 - CITY		APR 2010	APR 2013	Approved - Active	17,926	6,126						24,052
90623 - STOCKSBRIDGE		APR 2010	MAR 2013	Approved - Active	15,419	4,530						19,948
90624 - BIRLEY		MAY 2010	JUL 2013	Approved - Active	16,056	3,672	702					20,430
90625 - HANDSWORTH GRANGE		OCT 2010	MAY 2013	Approved - Active	7,013	6,681	2,209					15,903
90626 - NOTRE DAME		MAR 2011	JUN 2013	Approved - Active	9,160	1,635	187					10,982
90627 - ADD'L PUPIL PLACES(SECONDARY)		MAR 2011	MAR 2014	Approval Requested	458	500	7,000					7,958
90628 - ECCLESFIELD		APR 2010	MAR 2013	Approved - Active	2,232	29						2,261
90629 - FIR VALE ICT		APR 2010	MAR 2013	Approved - Active	1,007	27						1,034
90634 - TAPTON		JUN 2011	MAR 2013	Approved - Active	1,153	4						1,157
90639 - SCC CONTRACT COSTS - W4		APR 2010	MAR 2013	Approved - Active	2,254	34						2,288
90641 - SHEAF TRAINING CENTRE		JAN 2008	APR 2014	Approved - Active	1,741	4,538						6,279
90667 - YEWLANDS SCHOOL TECHNOLOGY COL (Q00053)		MAR 2011	MAR 2013	Approved - Active	3,330	33						3,363
90669 - FIRTH PARK COMMUNITY ARTS COLL (Q00053)		MAR 2011	DEC 2012	Approved - Active	10	25						35
90670 - FORGE VALLY (Q00053)		NOV 2010	MAR 2013	Approved - Active	160	1						35
90671 - KING EDWARDS VII SCHOOL (Q00053)		NOV 2010	MAR 2013	Approved - Active	210	210						210
90672 - WISEWOOD SPORT CENTRE (Q00053)		NOV 2010	MAR 2013	Approved - Active	7	208						215
90673 - THE CITY SCHOOL (Q00053)		NOV 2010	MAR 2013	Approved - Active		735						735

**SUCCESSFUL CHILDREN
& YOUNG PEOPLE**

APPENDIX 11

Values in £'000s	Project Start	Project End	Approval Status	Expenditure							Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-		
90675 - ABBEYDALE (Q00053)	NOV 2010	MAR 2013	Approved - Active	10	300						310
90676 - PRIMARY SCHOOLS (Q00053)	NOV 2010	SEP 2012	Approved - Active	14	11						25
90678 - POP'N GROWTH PHS 2 - F&DESIGN	JAN 2008	MAR 2013	Approved - Active	15	345						360
90684 - PMY MAINT.HEATING-NETHEREDGE (Q00060)	JUN 2011	DEC 2012	Approved - Active	10	100						110
90685 - PMY MAINT.STRUCT-CLASP (Q00060)	SEP 2011	MAR 2013	Approval Requested	0	280						280
90686 - PMY MAINT. BMG (Q00060)	JUL 2011	MAR 2013	Approved - Active	813	187						1,000
90687 - PMY MAINT.HEATING-BEIGHTON (Q00060)	AUG 2011	AUG 2012	Approved - Active	180	250						430
90688 - PMY MAINT.STRUCT-STRADBROKE (Q00060)	AUG 2011	DEC 2012	Approved - Active	359	409						768
90689 - PMY MAINT.HEATING-HALFWAY JR (Q00060)	AUG 2011	SEP 2012	Approved - Active	313	250						563
90690 - PMY MAINT.ELEC-GREYSTONES (Q00060)	AUG 2011	SEP 2012	Approved - Active	246	220						466
90691 - PMY MAINT. EMERGENCY WORKS (Q00060)	JUL 2011	MAR 2013	Approved - Active	200	200						400
90692 - PMY MAINT. CONDITION MGT (Q00060)	JUL 2011	MAR 2013	Approved - Active	457	723						1,181
90694 - SHORT BREAKS	SEP 2011	MAR 2014	Approval Requested	100	183	150					433
90704 - FOSTER CARER HOUSING ENHANCE	SEP 2011	APR 2015	Approval Requested		200	600	400				1,200
90705 - WISEWOOD SCHOOL DEMOLITION	SEP 2011	APR 2013	Approved - Active	12	155						167
90706 - TALBOT SCHOOL DEMOLITION	SEP 2011	MAR 2013	Approved - Active	61	58						118
90707 - ABBEYDALE GR SCHOOL DEMO	SEP 2011	APR 2013	Approved - Active	64	107						171
90709 - H.M & E DESIGN	NOV 2011	MAR 2014	Approval Requested	89	311	250					650
90710 - GLOSSOP ROAD COLLAPSE	OCT 2011	MAR 2013	Approved - Active	791	209						1,000
90711 - PP22 - HINDE HOUSE PRIMARY (Q00061)	NOV 2011	SEP 2012	Approved - Active		525						525
90712 - PP22 - TINSLEY MOBILES (Q00061)	DEC 2011	SEP 2012	Approved - Active		288						288
90713 - PP22 - HILLSBOROUGH PRIMARY (Q00061)	JAN 2012	SEP 2012	Approved - Active	0	800						800
90714 - PP22 - ACRES HILL PMY (Q00061)	DEC 2011	SEP 2012	Approved - Active		85						85
90715 - PP22 - OUGHTIBRIDGE PMY (Q00061)	SEP 2012	AUG 2013	Approved - Active		-	158					158
90716 - GRACE OWEN NURSERY	MAR 2012	AUG 2013	Approval Requested		354	541					895
90717 - PMY MAINT. HEATING-LYDGATE J (Q00060)	APR 2012	MAR 2014	Approval Requested		699	327					1,026
90718 - PMY MAINT. REWIRE-DORE PR (Q00060)	APR 2012	MAR 2013	Approved - Active		960						960
90719 - PMY MAINT. - WINDOW PROG (Q00060)	APR 2012	MAR 2013	Approved - Active		250						250
90720 - PMY MAINT. - ROOF PROG (Q00060)	APR 2012	MAR 2013	Approved - Active		250						250
90721 - PMY MAINT-KITCHENS-HUCKLOW (Q00060)	JUL 2012	DEC 2012	Approval Requested		189						189
90722 - PMY MAINT. - WCS (Q00060)	APR 2012	MAR 2013	Approved - Active		250						250
90723 - PMY MAINT.HM&E-ABBEY LANE (Q00060)	JUL 2012	MAR 2014	Approval Requested		672	384					1,056
90724 - PMY MAINT.HEATING-DOBROFT J (Q00060)	JUL 2012	FEB 2013	Approved - Active		400						400
90725 - PMY MAINT.ELEC - HALLAM PMY (Q00060)	JUL 2012	MAY 2013	Approved - Active		810	90					900
90726 - MILAN CENTRE REFURBISHMENT	DEC 2012	MAR 2013	Approval Requested		40						40
90727 - MOBILE REPLACEMENTS	MAY 2012	DEC 2012	Approved - Active		230						230
90728 - PMY MAINT-KITCHENS-RIVELIN (Q00060)	JUL 2012	DEC 2012	Approval Requested		242						242
90730 - CAP MAINT - RADON EXTRACTION	SEP 2012	JAN 2013	Approved - Active		50						50
90731 - NEW PMY - NORTH EAST 1 (Q00061)	NOV 2012	DEC 2014	Approval Requested		344	3,286	2,150				5,780
90732 - NEW PMY - NORTH EAST 2 (Q00061)	NOV 2012	DEC 2014	Approval Requested		410	3,160	1,980				5,550
90733 - INTAKE PMY - MOBILE REPLACE	DEC 2012	OCT 2013	Approval Requested		72	190					262
94461 - PMY MAINT HEATING-STRADBROKE	JAN 2013	MAR 2013	Approved - Active	60	1,152						1,212
94462 - THORNBRIDGE - STRUCTURAL	OCT 2011	MAR 2013	Approved - Active	7	178						185
97401 - SECURE HOMES - ALDINE REFURB	NOV 2011	JUL 2012	Approved - Active	380	153						533

**SUCCESSFUL CHILDREN
& YOUNG PEOPLE**

APPENDIX 11

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-	
97933 - LOWFIELD U-MIX FACILITY	DEC 2010	DEC 2012	Approved - Active	2,471	316					2,787
97937 - MOSBOROUGH	APR 2010	AUG 2012	Approved - Active	1,160	81					1,240
Q00060 - Building Maintenance - Primary Prioritisation Pgm	APR 2011	MAR 2014	Approved - Active		28	5,899				5,927
Q00061 - Basic Need - Popn Growth - Phs 2	APR 2011	MAR 2014	Approved - Active		4,754	4,443				9,196
Total				252,086	67,504	33,284	4,603	-	-	357,476

SAFE & SECURE COMMUNITIES

APPENDIX 11

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total	
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-		
90117 - MDC - ALISON CRESCENT	APR 2010	MAR 2013	Approved - Active	299	2,201						2,500
93965 - SECURITY AND SAFETY	APR 2010	MAR 2011	Approved - Active	54	8						62
97941 - CBT WINCOBANK COMMUNITY BLDG	APR 2012	MAR 2014	Approval Requested		55	185					240
Total				352	2,264	185	-	-	-	-	2,802

TACKLING POVERTY /
INCREASING SOCIAL JUSTICE

APPENDIX 11

Values in £'000s	Project Start	Project End	Approval Status	Expenditure							Total
				-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-	Total	
97961 - DH - METERING (Q00045)	JUN 2011	MAR 2016	Approved - Active	-	65	1,696	2,000	2,000	2,000	-	5,761
Total				-	65	1,696	2,000	2,000	2,000	-	5,761

GLOSSARY OF TERMS

Term	Name	Description
BBAF	Better Buses Area Fund	A fund to support the development of an improved bus service network
BRT North	Bus Rapid Transit North	A major project to deliver a dedicated road lanes for buses between Sheffield and Rotherham
CIL	Community Infrastructure Levy	A levy on new development. The purpose of the CIL is to contribute to the cost of infrastructure (roads, schools etc) needed to support commercial and residential development.
CPG	Capital Programme Group	The management group within the Council which develops and recommends to Cabinet the Capital Strategy for the Authority
CPO	Compulsory Purchase Order	A statutory power to enable local authorities to purchase land in order to facilitate developments.
DfE	Department for Education	The central government department administering the national education policy
DfT	Department for Transport	The central government department administering the national transport policy
ERDF	European Regional Development Fund	European Community Funds available to finance key projects
HRA	Housing Revenue Account	The specific Council fund where costs and income associated with the provision of council housing are collected. The fund provides a substantial contribution to the refurbishment of council owned properties.
LSTF	Local Sustainable Transport Fund	Introduced by Government to promote sustainable transport interventions that support economic growth whilst reducing carbon emissions
LTP	Local Transport Plan	The capital programme to develop and improve transport links across the county. Funded from central government grant.
SYITA	South Yorkshire Integrated Transport Authority	Established in 2009 to take the lead in developing transport policy across the county
SYPTF	South Yorkshire Passenger Transport	The organisation that takes the lead to develop the region's transport network and operates some transport facilities.

	Executive	
TIF	Tax Increment Financing	A scheme by which local authorities are given powers to borrow money to finance large scale infrastructure projects. The interest charge and borrowed sum are repaid using the additional local taxes created by the increased economic activity.
UTC	University Technical College	Academies for 14 – 19 year olds offering vocational training and education.